

LEADERSHIP PRACTICES SHAPED BY DIGITALIZATION

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Tämän opinnäytetyön tavoitteena oli tutkia miten digitalisaatio vaikuttaa johtamiseen. Tutkimuksen päätavoitteena oli selvittää johtajuuteen ja digitalisaatioon vaikuttavia asioita, sillä digitalisaation ja teknologia ovat iso osa työelämää ja muuttavat nopeasti työtapojamme. Toisena tavoitteena oli selvittää miten haastatellut specialistit ja johtajat näkivät johtajuuden tulevaisuuden sekä kerätä heiltä hyödyllistä tietoa muille esimiesasemassa työskenteleville. Opinnäytetyön kolmantena tavoitteena oli saada laaja kokonaiskuva aiheesta yhdistämällä haastatteluista ja kirjallisuudesta saatua informaatiota.

Opinnäytetyön pääkysymys oli: Millaisia vaatimuksia digitaalinen vallankumous asettaa johtajille, jotta he voivat menestyksekkäästi johtaa ihmisiä ja organisaatioita? Tutkimuksen tukikysymyksiksi asetettiin seuraavat: Mitkä ovat parhaat digitaalisen johtamisen käytänteet? Ja miltä johtajuus mahdollisesti näyttää vuonna 2030?

Tutkimus toteutettiin laadullisena tutkimuksena. Teoreettinen viitekehys muodostui lukemalla johtajuutta ja digitalisaatiota käsitteleviä teoksia sekä etsimällä tietoa muun muassa sosiaalisen median kanavista sekä digitaalisista audiosarjoista. Haastattelut toteutettiin puolistrukturoituna ja yhteensä kolme eri alan ammattilaista haastateltiin tätä opinnäytetyötä varten.

Opinnäytetyön tuloksena selvisi, että ihmisten ja organisaatioiden johtaminen edellyttää, että johtajat ovat valmiita muuttamaan niin johtamistyyliään kuin valmentamaan organisaatioitaan vastaamaan tulevaisuuden työelämän haasteisiin. Ketteryys, vuorovaikutustaidot sekä moninaisuuden johtaminen ovat tulevaisuuden johtajuuden vaatimuksia. Digitalisaatio yhdistää ihmisiä uusilla tavoilla ja vapauttaa johtajien aikaa keskittyä aidosti tärkeisiin asioihin. Toisaalta henkilökunnan puutteelliset digitaaliset taidot ja analyttisten ja spesifien taitojen puuttuminen organisaatiosta voi johtaa muutosvastarintaan ja algoritmien epäoikeudenmukaiseen toimintaan. Opinnäytetyötä voidaan käyttää lisäämään yleistietoa johtamiseen ja digitaalisuuteen liittyen.

Avainsanat Johtaminen, johtajuus, digitalisaatio, organisaatio

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This thesis investigated the impact of digitalization on leadership. The main objective was to conduct a review on leadership and digitalization. The topic was found relevant as digitalization and technological advancements are today part of people's working lives, and they are fast changing the way of working. The second objective was to conduct a series of interviews to gather material on how leaders and specialists saw the future of leadership and to gather best practices on leading digital. The third objective was to analyze and integrate the findings from the interviews with the finding from the literature reviewed to get a holistic picture of how digitalization changes leadership practices.

The qualitative research method was used to collect data for Thesis research. The theoretical framework was built on reading literature on leadership and digitalization and by gathering information from social media sources as well as listening to digital audio files such as podcasts on the research topic. The interviews were conducted using the semi-structured method. A total of three persons from different fields of business were interviewed.

The main research question was: What are the requirements for leaders to successfully lead people and organizations in the digital revolution? The following questions were addressed to support the main question: What are the best practices to succeed in leading digital? And what will leadership and digitalization look like in 2030?

The results of this Thesis work indicate that successful leading in digital surroundings demands reimagining. Leaders need to be able to change their leadership styles and train their organizations to meet the needs of future working life. Leaders need to be agile, skilled in interaction, and leading diverse teams. Digitalization offers enormous opportunities to bring people closer and save leaders time to concentrate on leading people instead of focusing on routine-like work. By taking care of their people's digital skills and seeing that their organization has analytical and specific skills to work with algorithms, leaders can avoid change resistance and bias algorithms. This work can be utilized to increase knowledge of leadership in digital surroundings.

Key words Leadership, leading, digitalization, organization

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FOREWORD

I would like to start by giving thank you for my supervisor Esa Jauhola who has guided me through this Thesis research journey. He has given me support whenever I have been in doubt. I would also like to thank Pirjo Alatalo. She has given me valuable pieces of advice on the English language which I highly appreciate.

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Both Master's studies, as well as the Thesis process, have been a journey that has offered me true learning experiences which have made me think of the world differently. The journey has not always been peaceful or positive but even the dark hours of writing and searching for data anxiously have made me push harder to the end. My classmates of IBMA17 have offered me lots of interesting conversations and showed that whatever one's background or culture might be, we are all in the same boat. We have been there for all our classmates offering support and pushed each other forward to finish our studies. Special thanks for my IBMA17 classmates and to all the Lapland University of Applied Sciences teachers who have been along with my journey.

SYMBOLS AND ABBREVIATIONS

AI	Artificial Intelligence
AR	Artificial Intelligence with Augmented Reality
HR	Human Resource
IoT	Internet of Things
IT	Information Technology
NLP	Natural Language Processing
RPA	Robotic Process Automation
VR	Virtual Reality

1 INTRODUCTION

This chapter will focus on discussing the Thesis process. It will focus on discussing the background and motivation of the process, as well as discussing the research aims, objectives, questions and motivate open up the research methodology.

This research studies how digital revolution and technology changes the practice of leading organizations and people. Thesis aims to research the future of leadership in this new digital decade. Leaders are commonly seen as people who stand in the forefront and adopt new ways of working and doing business. Usually leaders are also seen to be at least one step ahead of their competitors, and this is the reason why this Thesis work also focuses on studying how digitalization can help leadership. Third aim is to find new ways and best practices of cultivating leadership by interviewing leaders and specialists from different business fields on how they see their companies and their business field changing in the future due to digitalization.

1.1 Background

The traditional business and customer service have long been at a turning point. These are shaped by technological developments and digitalization which have shaken business thinking and brought it to a totally different level. Digitalization has said to be the fourth revolution. Digital revolution helps and forces human beings and companies to evolve into something other than before to survive the competition

Gerd Leonhard, a futurist, suggests that as the technology does not anymore affect only on the outside world as it has started to go inside of people that “humanity will change more in the next 20 years than the previous 300” (Leonhard 2019). From the researcher’s point of view, this suggestion can be interpreted that leaders should not only focus on adapting latest technology such as artificial intelligence (hereinafter AI) and robotics into their business but that they need to also focus on developing themselves and understanding their employees. Technology cannot yet replace the people’s need and ability to be emotionally connected.

Technology offers new opportunities for businesses to thrive and manage customer experience. Mastering customer experience is now more important than ever as internal, i.e. employees, and external customers' attention and loyalty can be lost in a blink of an eye. When leaders improve their digital understanding and become acquainted with the common digitalization concepts and trends, they can enhance their companies' and organizations' readiness to innovate and survive.

Leaders need to have a sense of humanity and although machines, robotics and AI can replace the work of a human beings, it cannot replace the need and ability for people to feel and be emotionally in contact with each other. As technology molds the business world, it also offers new opportunities to serve employees better. Leaders need to improve their digital understanding and be acquainted with the common digitalization concepts and to be able to take digital tools in use to enhance their own and organization's readiness to survive from the competition.

1.2 Motivation

Motivation for this Thesis topic comes from the researcher's occupational background. The researcher has been working as a manager in a Finnish retail store chain for several years and has seen how rapidly technology has developed and how digitalization has changed the working life and introduced new ways of leading people and organizations. The researchers own experience has shown that it is important for the managers and leaders to adopt new ways of working and to keep up with the technological changes. If a leader is not able to grasp on these, one will not be able to be motivated, let alone motivate one's employees. However, as the pace of technological change is rapid, it can affect negatively both leaders and employees and make them frustrated and unmotivated.

The researcher trusts that this research on the future of leadership in a digital world will be interesting to both the general audience as well as professionals. Especially the readers who might not yet have deep understanding on the digitalization and digital concepts could use this research to help deepen one's

knowledge and also strengthen one's leadership skills with the help of digital tools.

1.3 Research Objectives, Questions and Limitations

The time frame for the research was March 2020 and the interviews were conducted in April and May 2020. Thesis's research objectives were following:

The main objective was to conduct a review of the core elements of the concepts of leadership and digitalization. The topic was found relevant as digitalization and technological advancements are today part of people's working lives, and they are fast changing the way of working.

The second objective was to conduct series of interviews to gather material on how leaders and specialists saw the future of leadership and to gather best practices on leading digital.

The third objective was to analyze the interviews in conjunction with the reviewed literature to get a holistic picture of how digitalization changes leadership practices.

In addition to the research objectives, the following research questions were developed.

1. What are the requirements for leaders to successfully lead people and organizations in digital revolution?

To answer the first research questions, the core elements of leadership and digitalization need to be examined. The research also needs to examine the what type of personal and motivational factors affect leadership work. This information is gained in analyzing theoretical data obtained from the literature as well as by analyzing the empirical data retrieved from the interviews. This analysis will also help to guide leaders on where they could focus on when they want to lead their organizations and people successfully in a digital world.

2. What are the best practices to succeed leading digital?

To answer this research question, the concepts that affect digitalization need to be examined. Also, the digital tools that can help in leading digital need to be examined. This information is gained in analyzing both the theoretical data obtained from the literature as well as by analyzing the empirical data retrieved from the interviews. This analysis will also help to give recommendations for leaders on where they could be headed in this new decade in leading digital.

3. How does leadership look like in 2030?

To answer the third research question, the trends that affect digitalization and leadership need to be examined. This information is gained in analyzing empirical data retrieved from the interviews as well as in analyzing the data theoretical data retrieved from the literature. This analysis will help to give practical advices for leaders from peers on how they could successfully manage through technological changes. Also, analysis will help in giving advice on how leaders could become self-motivated and continue developing themselves and their organizations in a digital world.

Limitations of the research were following. It is a fact that studying the future of leadership in the 21's and thus foreseeing to the future is hard as no one can tell what the future will hold. This fact had to be taken into a consideration even though it did not limit the research. There was a limitation concerning the interviews. It was possible that the interviewed may not be able to give any new advices to other leaders on how they have successfully taken into use new digital tools or practices which would then leave this research practical side weak. The number of interviewees was limited to three people as two had to decline due to time limitations. It was beyond the researchers control that there were no more interviewees.

1.4 Research Methodology

The data for this Thesis work was collected by using qualitative research method. This method was found suitable for this Thesis as it focuses on researching the impact of digitalization on leadership. The collected data was in the form of words, which is descriptive to qualitative research. Qualitative research focuses on trying to understand the research phenomenon but in the way that the researcher is not only testing a research theory which is set beforehand. (Easterby-Smith, Thorpe, Jackson 2008, 142.) Instead, the researcher is collecting data from different sources and literature reviews which help the researcher to understand the phenomenon more clearly. It allows the research structure to change and new ideas to be taken into consideration. The qualitative research process is a creative learning process. The researcher has a vast possibility to use sources and the qualitative research process offers constant growth of the researcher's knowledge and awareness of the research topic. (Kiviniemi 2018.)

The interviews were used to collect the empirical data through three semi-structured interviews. The plan was to interview five persons, but it was beyond the researcher's control that there were not more persons to be interviewed. The semi-structured interviews were made using the Microsoft Teams tool to collect data to help gain understanding of how digitalization has and will affect the interviewees personal and occupational lives. The interviewees were not handed out the questions beforehand. Instead, one was aware of the themes that the interviews were based on. Usually the researcher has some key questions or themes that one wants to be discussing with the interviewees using the semi-structured method takes place but depending on how the interviewees views or opinions on matters are discussed, the researcher can lead conversation to another paths and get interesting insights into interviewees views or opinions on matters discussed. (Easterby-Smith et al. 2008, 142.)

Three people were interviewed for this Thesis to get an insight on where leadership is headed in this decade. The interviewees were asked for example about how one perceives digitalization and what practical advices one could give to other leaders in leading digital. The interview questions or in this case

themes, can be found in the appendix 1. The interviews are presented anonymously in this Thesis work and each interviewee has been identified as interview1, interview2 and interview3 to present each of interviewees views on the theme. The interviewees will be later referred to with the letter and number combination I1-I3 in the text to follow.

1.5 Structure of the Work

The theoretical framework of this Thesis work was built on literature review, and also on electronic and digital sources on leadership, and digitalization. The structure of the work is divided into five chapters. Chapter one which is presented above introduces the objective, background, and motivation of this Thesis research.

Chapter two and three focus on understanding the key concepts of digitalization and leadership. Chapter two discusses on what personality factors and skills leaders need to endorse and able to succeed in their management work when leading people. The chapter three focuses on the tools and trends of working life in digital world.

The chapter four concentrates on looking into the near future of leading digital. The chapter gives insight on singularity and offers recommendations to leaders managing people and the elements important to master when working in the digitalized world. Finally, chapter five presents the conclusions of this Thesis.

2 LEADERSHIP REQUIREMENTS

Studying leadership paradigms helps understand what leadership is about. It also helps direct the focus of this research on how digitalization molds leadership in this digital era. This chapter focuses on researching what the concept of leadership is. It will also focus on studying the elements needed for leaders to lead their people and organizations effectively.

2.1 Concept of Leadership

Leadership is about self, team, and operation management which requires change management skills as working life is continually changing. Leaders need to have many talents and skills to be able to juggle through different tasks and situations. Figure 1 collated from literature and the researcher's experience highlights some of the practices and skills that are considered leaders should be skilled to master. Digitalization forces people and organizations to develop and innovate rapidly which also requires leaders to develop themselves and be skilled in time and diversity management. However, important questions to be answered concerning these skills are if these skills are relevant when leading digital, and what leadership is.

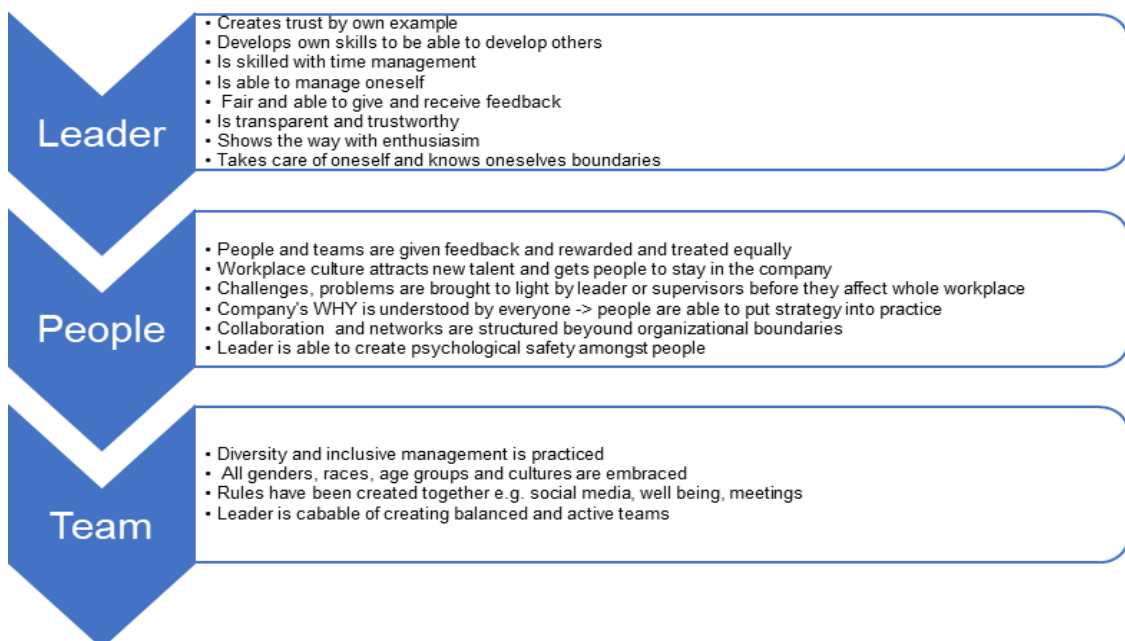


Figure 1. Leadership Practices and Skills.

Leadership can vary depending on the situation. Where one is seen effective in one situation, in other situations one can be seen ineffective as leadership concepts vary depending on time and space. While technology and circumstances change and mutate rapidly, leaders and organizations are demanded to rethink how they constitute leadership paradigms in both theory and practice. (Avery 2004, 15-16.) Leaders and specialists who were interviewed explained leadership as followings:

“Leading is training and coaching more than actual management. The leader gives help and support to team members and thus works as a coach to them. If a team is unable to solve problems with the help of their leader, leader and the team can so to say look outside the box to search for more help.” – Interviewee 1 (hereinafter I1)

“Leading is a practice of getting everyone excited about our matter and that everyone knows what the most important thing is in our mutual matter. Leading people also means that one listens to employee’s problems. Leaders make decisions which means that leaders take responsibility and make decisions based on the best information that they have at that specific moment. When everything runs smoothly, leading is done well.” – Interviewee 2 (hereinafter I2)

“Leadership is giving opportunities, tools, and keys for employees. It is also about organizing big entities and helping employees. The organization will secure their and their employees’ growth with leadership. Ideal leadership would be the type of light leadership and good interaction, away from the hierarchical model.” – Interviewee 3 (hereinafter I3)

Interviewees saw leadership as a way to get people excited and inspired by giving people the support to make it possible for them to give their best to the organization. According to Avery (2004,17-18), there are many myths of leadership. In the past leaders were thought to be ‘bourn’ as they were a part of a royal family or because they had special leadership skills that could not be learned by others. One myth on leaders also deals with the fact that they work only for good of their organization, but history has taught that there are maleficent leaders that only think of themselves or fulfill their own needs with the help of others. Some have seen leaders as superheroes that can

singlehandedly solve problems but today, we have understood that leaders cannot do magic on their own. Everyone in an organization is needed to work toward the same goal. (Avery 2004, 17-18.)

Avery states that “effective leadership requires alignment between both leaders’ and followers’ ideas about leadership” (Drath 2001 as cited in Avery 2004, 19). This means that if employees think that leadership is something different than how their leader acts, the organization does not speak the same language. This contradiction can result in employees experiencing feelings that they are not appreciated and are psychologically unsafe. Some scholars argue that this is the appropriate construct of leadership as it bourns from the ideas of followers and the leaders. On the other hand, some radicals think that the whole concept of leadership should be abandoned as it does not have any effect on the organization’s operation. (Avery 2004, 23-24.) Still many, including the researcher, comprehend that leaders can affect employees’ social, psychological, and physical well-being and performance, whether it is positively or negatively, and therefore, it is worth studying where leaders should put their emphasis on when leading. The sections below are quotes from the interviewees’ views concerning the skills leaders should possess.

“One of the most important skills that a leader needs to have is communication skill. Even though you are really good technically but are poor communicators, it does not allow you to meet goals by yourself.” -I1

“Ideal leader is a good leader of human beings and possesses good communication skills. A good leader is also determined, and who wants to develop and be developed as in being innovative and rich with ideas.” -I3

From these interview comments it is very clear to notice that if one lacks passion and communication skills, one does not have a good basis leading other people. According to the interviewees, a leader should be open for new ideas and help others to develop their ideas.

2.2 Leadership Paradigms

Avery ties together different leadership theories and research work to establish leadership paradigms into a framework. These paradigms “are termed Classical, Transactional, Visionary and Organic leadership”. Paradigms are displayed in figure 2 arranged by the time and reflection of their emergence in leadership literature. (Avery 2004, 27-28.)

Leadership Characteristic	Classical	Transactional	Visionary	Organic
Major era	Antiquity-1970s	1970s-mid 1980s	Mid-1980s-2000	Beyond 2000
Basis of leadership	Leader dominance through respect and/or power to command and control	Interpersonal influence over and consideration of followers. Creating appropriate management environments	Emotion – leader inspires followers	Mutual sense-making within the group. Leaders may emerge rather than be formally appointed
Source of follower commitment	Fear or respect of a leader. Obtaining rewards or avoiding punishment	Negotiated rewards, agreements and expectations	Sharing the visions; leader charisma may be involved; individualized consideration	Buy into the group’s shared values and processes; self-determination
Vision	Leader’s vision is unnecessary for follower compliance	Vision is not necessary; may not ever be articulated	Vision is central. Followers may contribute to a leader’s vision	Vision emerges from the group; vision is a strong cultural element

Figure 2. Leadership Paradigms (Avery 2004, 28).

Figure 2 showcases how leadership has been seen differently “in behaviors, beliefs, power, processes, and applications” (Avery 2004, 27-28). Further, the management in singularity which most certainly will affect the leadership in the future is discussed in chapters to follow.

2.3 From Paradigms to Present

Almost everything can now be digitalized. Digital transformation urges leaders to develop themselves and their organizations' capabilities.

If leaders sat in their ivory towers in the past, browsed the latest, and printed newspapers, and told their middle managers what employees should do, today's leadership demands for a different approach. It was suggested concerning paradigms, that employees are following the lead either because the leaders were charismatic, fearful, and powerful or the followers just did what they were hired to get paid. Implementing an organizations vision was not visible. Today's digitalized world needs leaders that can help their organizations to grow and flourish by setting examples and leading from the front. Employees should be taken on board to generate ideas and to tackle challenges. (Avery 2004, 28.)

An interviewee gave a good example of how their organization helps to generate new ideas and allows organization to trust also on more of a flat model of leadership: *"Our employees have a channel where they can give development ideas. Development ideas are being commented on and handled by top management at least once a month. This shows that everyone's sayings and ideas matter to the organization. We encourage people to act spontaneous and that they need to be active to find out the information they need instead of waiting for someone else to tell them what to do."* -I2

It is suggested that leadership in a modern organization does not anymore have the former strong authority model. It relies more on a flat model called the bottom-up model. The bottom-up model is not run by authority or hierarchical leadership as everyone in an organization takes responsibility and is proactive. Innovations are made to benefit the whole organization and not just an individual. This type of leadership approach helps companies tackle problems as the markets are growing at a fast pace. The non-hierarchical organization model where employees are given more autonomy helps organizations to be more agile. (Arnander 2013, x, 4, 12-13.) Also, getting to know one's employees

can help the organization's culture to be more "family-like" as one interviewee described:

"I think that organizations that are not so hierarchical are always a bit more flexible than hierarchical organizations. Our organization has an atmosphere where one can feel that one is a part of a big family. I think it is due to internal openness where people can get their hands on the information either they are interested in or need to know basis. And we have also succeeded to engage people to be a part of our organization. We can be part of their joy and sorrow and people know each other well. New people catch this feeling fast and whiz easily to be a part of the team which allows them to learn our organization's culture fast. "-I2

It is argued that one does not learn leadership skills by reading manuals as leadership should be about listening to one's heart. Working and practicing help to build leadership skills and reflecting on outcomes improve them more. According to Arnander, one stands in one's way of becoming a truly capable leader. If one starts trusting and believing in oneself, most probably others around one will notice the change in one's behavior. Leaders who do not make any mistakes, never get to experience, and reflect on setbacks. Organizational innovation and development start from self-reflection and learning from both mistakes and victories. (Arnander 2013, xii, 2, 13, 16-17.)

If one only follows Arnander's (2013, xii) statement that one cannot learn leadership from books, an important question to be answered concerning the leader's ability to lead digital is if there are some special talents or skills that need to be obtained to successfully lead digital. Below is what the interviewees offered for explanation:

"Stepping out from your comfort zone helps you develop yourself. One can for example willingly be part of a project that one is either unfamiliar with or the subject is something that one does not like but understands that one needs to develop to have a deeper understanding of how everything works. Developing yourself could also be that you start a hobby that urges you to exceed yourself. "-I1

"I believe that one can learn to be a leader as if you are a good leader, there should be inner motivation to support others and to do things better. There are many ways to learn to lead, but it requires a lot of work, even though there can, of course, be inner leadership, but it is a mix of many things.

Is it possible for everyone to learn to be a leader? Yes, possibly, but for others, it can be more challenging. Education impacts on leadership. It is real work amongst people, but it also gives for raw substance knowledge. "-I3

According to the interviewee's, leadership could be learned by doing. One could concentrate on developing the skills that one might be uncomfortable with. This could help develop leadership skills as it helps the leader to understand the connections and tasks that one's employees are working with. And, if a leader can work on something that one feels very passionate about, it helps to ignite the fire within the employees too as the leader can be seen as an example of how things could be done.

2.4 Leaders Toolbox

Attitude for leadership comes from within. From time to time it should be good for a leader to reflect and see if the attitude and desire for lead others and oneself is still burning brightly. Motivating others will be hard if the leader's motivation is missing as non-verbal messages and moods are easily detected and transferred. Positive attitude allows one to enjoy work easier and helps one to get up from the bed every morning and start changing if not the world, but at least the organization. (Arnander 2013, 5-6, 8-9.)

The sections below discuss the psychological elements of leadership. These elements will help leaders understand both themselves and their employees better. The importance of teamwork to the organization's success will also be discussed in the below sections.

2.4.1 Internal Motivation

Internal motivation is a fuel that makes people move. Leaders, as well as employees, become motivated by different factors. While an interesting job

opportunity fires up the internal motivation for some, others can be motivated by pure curiosity. Some might experience they are demanded or destined to lead others which triggers their internal motivation. (Arnander 2013, 6.) For some, ambition can work as an internal motivator such as in this interviewees' case quoted below:

“You must have passion for your job as if you work and act as a public officer, it does not take you far. Ambition is my way of expressing passion for my work. If you do not get fired up on your work, then you cannot be good at it (lack of passion). Of course, there are days when you do not feel passionate but there must be some other reason to have the strength to work other than a monthly paycheck. “-I1

Sometimes internal motivation can be covered in fog. If the leader does not know where to go next, one could find a solution from self-reflection, feedback, and observing others. Self-reflection works as a guide to new directions when one is working on with earned results and past failures. Feedback, on the other hand, offers leaders a way to see oneself with the eyes of others. Even if asking and receiving feedback from colleagues or employees would make leaders feel intimidated, leaders should seize the opportunity and embrace the feedback. Getting feedback on one's leadership style can awake mixed emotions, but it offers answers on how the leadership style could be developed. Leaders should also try to understand why receiving feedback could trigger different feelings, i.e. anger or frustration, as it helps one to know oneself better and offers a chance to manage emotions. (Arnander 2013, 1, 8-9,13.) Web-based tools such as 360-degrees feedback can also be a tool for analyzing leadership style. These types of tools help leaders to build upon their strengths they currently have and reinforce new abilities to inspire people. (Garton & Mankins 2015.) Observing helps to give feedback on leadership. If a leader takes time to look around and listen carefully to how people act and react in the organization, a leader gets good insight into how people should and want to be led. (Arnander 2013, 9.)

There are two types of indicators that allow leaders to observe and understand how one's employees and organization are doing. The first indicator is to sense

the prevalent atmosphere amongst people. Is it filled with negative comments, poisonous attitude, and back-stabbing or is it filled with positive feedback and helpful attitude? The second type of indicator is to check for the performance. Are people willing to work towards the same direction and work for organizations benefit? Are they ready to adapt to their performance? If a leader can answer positively to these questions, it tells that organization's employees can work for the common benefit and that employees are ready to put effort into the organization especially when it runs into challenges. (Arnander 2013, 9.)

2.4.2 Employee Needs

Organizations can be truly inspiring for their employees. Organizations that can fulfill their employees' needs are helping their employees to be inspired by their work. One of the well-known motivation theories in the World is probably Maslow's Hierarchy of Needs. Abraham Maslow (1908-1970) suggested that before people can be motivated to move to higher-level needs such as self-actualization, they must first satisfy their lower-level needs. These needs are basic needs of any creature and they arise from basic biology. The lower-level needs that need to be satisfied are for example getting enough nutrition and water and feeling safe. Inspiration and motivation can be experienced anytime and anywhere at an individual level. Maslow's self-actualization theory can be used as one of the tools to better understand employee satisfaction factors. (Fowler 2014.)

Maslow's hierarchy of needs could turn into the following aspects at the workplace. Basic needs could be that people feel valued and are being rewarded fairly and that the working environment is safe. Leaders could reduce the excess bureaucracy from organizations which could help employees feel the freedom to work. (Garton & Mankins 2015.) Figures 3 and 4 describe employee needs after Maslow's theory.

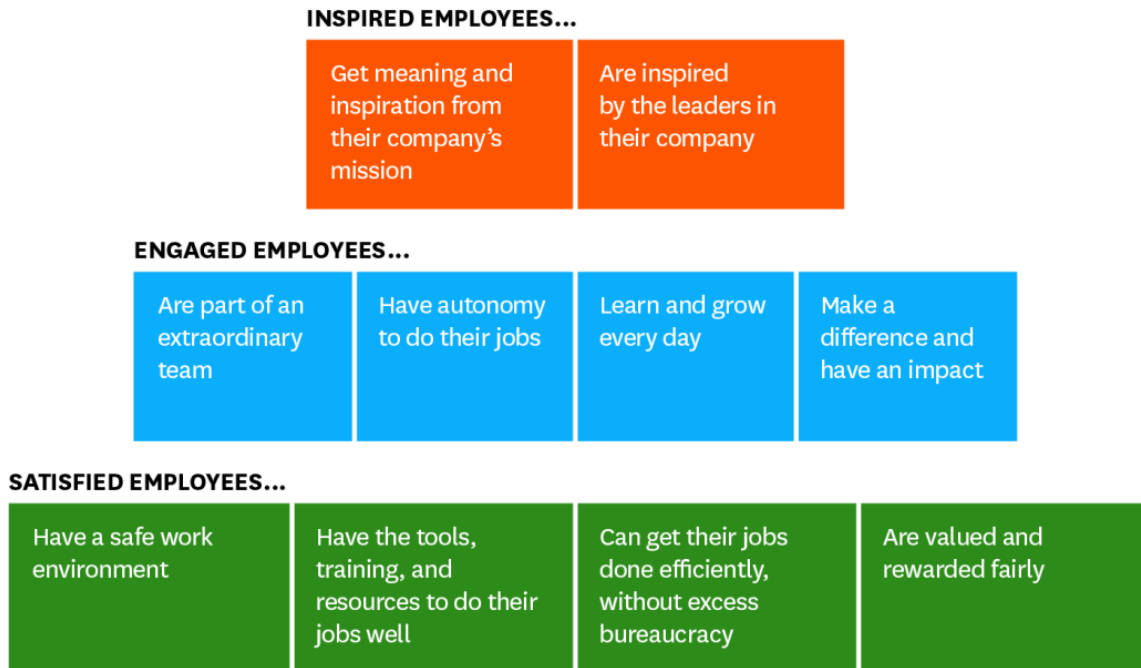
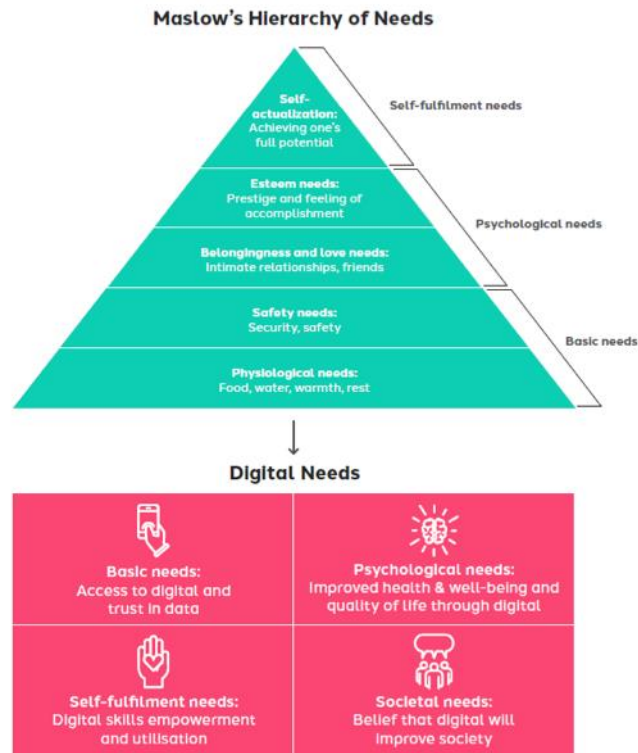


Figure 3. The Pyramid of Employee Needs (Garton & Mankins 2015).

Figure 3 showcases the differences between satisfied and inspired employees. This can help leaders to understand why it is important to comprehend what gets their employees to give their personal best to the organization and how leaders can be there to help them meet their needs. Avoiding micromanaging, as well as excess bureaucracy, will nourish employee inspiration and fill the workplace with satisfied and engaged people. (Garton & Mankins 2015.)

Inspired and satisfied employees help teams and organizations to encounter problems. Satisfied employees react to encountered problems by trying to find a way across the problem. It is noticeable that the inspired employees “go straight through the wall”, instead of worrying about the encountered problem. Both of these personality traits tend to be helpful for their organizations. Satisfied and engaged employees feel that their needs are taken care of, they also want to help their organizations to succeed. For this reason, leaders should look for the reasons that make people feel the fulfillment of their work and try to help fill the purpose to help people stay at their workplace. (Garton & Mankins 2015.)



Source: Maslow, A Theory of Human Motivation, 1943; Dentsu Aegis Network analysis

Figure 4. Digital Needs Pyramid (Lau 2019).

Figure 4 highlights the four digital needs that the leaders of a technologically driven future need to understand to create digitally proof organization and transform business models. Starting from the basic digital needs, organizations need to be connected to digital infrastructure with working mobile and workstation devices, not forgetting the well-running internet connection. Employees need to have trust in data privacy and that the employee data, as well as other data created by their organization, are handled with care. Technology connects people and communities' unforeseen ways and it also offers people the ability to monitor one's health and vital statistics with the help of sensors. Technologies' ability to enhance the quality of life and its impact on people's psychological needs can be seen both negatively and positively. (Lau 2019.) The negative aspect could be that as technology enables people to be in a continuous contact, it could awake feelings of stress if people do not know how to manage taking the time off from being in constant flow of information.

From a self-fulfillment point of view, leaders need to train oneself and also have one's organization on board with the right digital skills. Giving education

and offering new workplace opportunities for people, can help to build up technological skills and meet the dimension of self-fulfillment need. (Lau 2019.)

Leaders can help their employees to fill their societal needs. Creating a workplace culture where experimentation and new opportunities and new areas of responsibilities are being given to employees, will most likely succeed in meeting employees' societal needs. As societies are drawn more deeply into technological surroundings, people are left pondering on what effect the technology will have on people's future. The technology will create workplaces and could help to solve global issues such as global warming, but it could also make many people redundant and harm societies. (Lau 2019.)

There are plenty of organizations that underinvest in the important and foundational elements to enhance their employee satisfaction. Some leaders believe that by raising employees' salaries, correspondents positively and directly to employees' work effectiveness. Of course, there are people that money keeps rolling but work effectiveness starts to decline or stay at the same level regardless of the amount of salary. Dissatisfaction cannot be faded into the background by giving a pay rise if the dissatisfaction is a cause of something other than one's salary. (Garton & Mankins 2015.) Individual does not only act based on one's unconscious desires but also upon one's internal needs and motivation. External rewards and reinforcements are also influencing individuals. (Kremer & Hammond 2013.)

When organizations want to connect everyone to their overall purpose, that is the why organization exists, organizations need to do some soul searching. Building great teams and inspiring people will require more than an overnight.

Leaders can receive better results and raise job satisfaction by giving time to understand what lies behind a satisfied employee. Personal discussions with employees and observation offer leaders answer on how one's employees want to be rewarded. Ideally, employees derive inspiration from their organization's mission and values. Experiencing that one is a part of an extraordinary team, could help people experience the psychological need in Maslow's theory. (Garton & Mankins 2015.)

Not all are fans of Maslow's theory. A lot of it is to do with the fact that Abraham Maslow did not make any scientific tests and thus did not offer any empirical evidence on his theory. Maslow was unable to see that some individuals fulfilled their psychological and self-fulfillment needs without taking care of their biological needs such as hunger. The Hierarchy of Needs theory also offered an explanation that if a mountain climber reached for a summit even though the climber was aware of all the dangers, that different people use different steps on their way to the top of the Needs pyramid. Maslow's studies opened up paths for later movements such as positive psychology and humanistic psychology. (Kremer & Hammond 2013.)

After Maslow's death, more detailed investigations and field studies were made to test out the Hierarchy of Needs. New theories evolved and one of these new theories was made by Clayton Alderfer in 1972. Five needs were dropped down to three. This new "ERG theory" had elements from Maslow's theory. It showed that individuals needed to be satisfied in all the three areas, which were named as Existence, Relatedness, and Growth. But if this were not possible then the energies of an individual would redouble in a lower category. (Kremer & Hammond 2013.) Thus, it is relevant to find an answer for the important question about why Maslow's Hierarchy does not support the fact that motivational factors could be fulfilled before the lower-level needs, as in what could be the factor that supports employee engagement and motivation to be born.

2.4.3 Motivational Factors

It has been suggested that instead of focusing only on Maslow's Pyramid of Needs, leaders should focus their attention on autonomy, relatedness, and competence. These three basic needs are fundamental to all individuals and individuals need these to thrive their skills. From a leadership point of view, one's focus could be shifted from motivating people to guide and help people feel "satisfaction of autonomy, relatedness, and competence". According to Fowler, when employees experience high motivation and passion, it strongly suggests that leaders should take these motivational practices in daily use. (Fowler 2014.)

Leaders can promote autonomy when they set goals and timelines which make it easier for employees to succeed. Autonomy refers to employees need to feel that one is in charge of their work and that they have the freedom to choose. This means promoting autonomy means creating a workplace culture free from performance pressure. (Fowler 2014.)

Relatedness is employees need to team up and be connected to other employees. Employees are looking for an opportunity to connect without fear of being taken advantage of by others or being humiliated if they show emotions or open up their ideas to others. For leaders this means that deepening the feeling of relatedness, can be done by letting people know that every feeling is acceptable. Leaders can also tie employees' work to an organizations essential purpose. This will help employees understand that their work matters and no matter how small the work or a project might be, it will contribute to organization's overall success. (Fowler 2014.)

Employees' competence can be developed by setting up goals that target learning new competencies and skills. Leaders should make sure that the organization has secured both budget and resources for training and learning. When employees feel competent, work effectiveness and skills will grow. (Fowler 2014.) An open and positive workplace culture where everyone's ideas are being noticed, helps to strengthen the employees' and leader's working relationship. This demands leaders to have an open and honest attitude where heart and ears are open while talking to one's employees, customers, and colleagues.

2.4.4 Psychological Safety

Psychological safety can be understood to be a personal belief or feeling. In a psychologically safe working environment, employees feel safe to be oneself and no one is being ridiculed or punished by others if they present new ideas. Instead, continuous changes, technological advancements, need to be effective and fast, and other stress factors make people feel unsafe. A safe working environment allows people to speak up their minds. When people feel

psychologically safe, work effectiveness grows, and people are willing to work for both teams and organizations success. (Lyytinen 2019.)

It has been studied that psychological safety can be built into the organization by framing the work as a learning problem instead of only focusing on the results. Leaders can help to build a psychologically safe environment by being a physical example of how organization's culture should look like. Leaders are also human beings, and everyone makes mistakes sometimes. Realizing this fact and being willing to admit one's errors and asking for forgiveness are great examples of building a psychologically safe working environment. (Edmondson 2014.) Leadership is a service occupation, but leaders do not need to be perfect, only bold, and able to coach (Lyytinen 2019). Mistakes and setbacks let new ideas and learning to happen. It should be pointed out that there are no such things as obvious or not so clever questions to be asked. By asking a lot of questions, even the most obvious ones, helps to build a psychologically safe working environment and light up new ideas. (Edmondson 2014.) Conversely, people tend to avoid sharing information or be quiet about their success stories in workplaces or teams where psychological safety is missing. Feedback and other people's comments can be seen as a threat or a reason to get offended in psychologically unsafe workplaces. People can also avoid volunteering to help others and instead of speaking directly to a colleague about some defect, they go directly to their supervisor to complain. (Lyytinen 2019.)

People need to be responsible for their attitude and behavior. Bad behavior and detected defects should always be interfered with by every employee, not just by leaders. Leaders cannot be in charge of everyone and everything. Collaboration could be enhanced in workplaces by having a shared conversation with employees and teams on how they can enhance their culture in terms of feedback and the way they work. (Lyytinen 2019.) Companies lose an enormous value if people are afraid to talk and express their feelings (Edmondson 2018).

Leaders can grow psychological safety by asking feedback. A most important part of receiving feedback is how one takes it. If a leader shows a true appreciation of given feedback, even if one did not agree on it, it awakens a

sense of safety in the person giving feedback. (Lyytinen 2019.) And according to Edmondson, if problems arise, instead of asking why the employee did not raise the issue earlier for discussion, the leader could ask what one made for the employee not to come to discuss earlier on the issue. (Edmondson 2018.)

“Leaders should be for their employees in the organization and nothing else.” – I3

This comment made by one of the interviewees crystallizes the importance of the leadership role in building psychological safety to an organization. Psychologically safe organizations are not workplaces filled with cotton candy and circus tricks. It is not either about a mutual agreement on everything. It demands a lot of courage as people need to step up for themselves and start talking and asking for feedback. People can stand behind each decision made in the organizations as everyone has participated in the decision making and people are engaged. Sometimes it can happen that the individual, i.e. an employee or a leader, is standing on the way of trustful working relationship to be born. In this and also for other problematic situations stepping in front of a mirror could help people to understand how they can be the start of a fruitful liaison. (Lyytinen 2019.)

2.4.5 Communication and Listening Skills

Listening is a key tool for understanding and learning. Listening skills can be learned but it takes time and self-control to only focus on listening and concentrating on the next thing on the to-do list while supposedly listening. (Hiila, Tukiainen & Hakola 2019, 209.) The interviewee stated that *“Interaction should be a two-way road which requires listening skills from both. In digital interaction, the skills of using digital tools can set challenges, if people do not know how to use the tools. Leadership requires immediate analyses of information and giving feedback and guidance in interaction situations.” -I3*

Listening, as in undivided attention, helps to learn new skills and understand connections of activities. Listening can also help to detect power structures behind social networks when a leader is willing to observe one's organization. Technology enables people to be independent of time and place, and it has also

changed the way people interact with each other. (Hiila et al. 2019, 209.) WhatsApp, Messenger, and email beeps, Skype meetings are kept, and the phone rings constantly. Technology helps to reach out to others across the different sides of the Globe, but it can also be a bad master. If people do not set the limits when and how they want to be reached, it can steal attention from important matters and expose people to technostress.

Leaders can show transparency and awake sense of trust by being present, that is to attend, in organizations' social platforms. Leaders should be able to share knowledge about coming changes or just their thoughts on where an organization is headed in social platforms. (Kankkunen & Österlund, 2012, 165-166.)

“Organizations intranet plus internal information channel offer information to flow to employees. We also use newsletters and quarterly material as channels to activate our employees.” -I2

This means that taking part in the organization's internal platform offers leaders insight into what people are talking about and also an opportunity to ask follow-up questions. This also gives employees a chance to comment and ask for more information. Sometimes it can happen that when especially challenging matters are discussed, people use comments that are hurtful and low standard in social platforms. But mainly, people know how they should behave in digital surroundings and organizations' platforms offer people a chance to connect and be heard. Social platforms advance dialogue and if a leader wants to lead the conversation and show presence, one needs to be there where organizations' employees and customers are, which is in social media. (Kankkunen & Österlund, 2012, 165-166.)

Leaders should bear in mind that different generations have different communication styles and hopes on how they want to be contacted. A chance of being misunderstood is always present in interactions, whether it is face to face or digital channels. That is why it is of the essence to select the right media and channels where leaders and employees operate and match it according to use. Middle-aged might want to be connected by email while younger ones want to use social media, and near retirement easily speak on the phone. As

working life gets more and more disturbed by technology and competition, modern leaders and working life can take into consideration the diverse working environment and its workers. (Hiila et al. 2019, 200-202.) However, a leader should never take it granted that every person is like one's generation. By this researcher means that as people are different, they also possess different interests and backgrounds. Mature and older people can be active in social media and some youngster who are born in the digital age do not even want to learn new skills. That is where the leader is needed. To understand and know one's employees to form the best teams and train their employees according to their needs.

2.4.6 Empathy and Compassion

A true leader can step into other's shoes, which means that a leader is a compassionate and empathetic human being (Arnander 2013). It has been studied that empathy can be learned and developed. Only people who do not have the competence to feel empathy are most likely the ones who's personality traits have psychopath "sides", and the ones who are incapable to feel empathy at all or just a little because of the structure of their personality. (Hiila et al. 2019, 207.)

The feeling of empathy gives a special warming feel. According to studies, empathy has been located near the heart to a vagus nerve and when it activates, it gives the feeling of heartwarming. Empathy creates ties between people and teams. One does not need to be an object of empathy as it has been shown that if one sees compassionate and empathetic situations happening to other people, it lifts their spirits too. (Hiila et al. 2019, 206-207.) Being a human to another human and showing one's emotions and empathy can also build trust and psychological safety. Leaders could learn and show compassion and empathy by for example having a relaxed conversation with one's employees to get to know their personal lives better. This could help to reveal what type of matters are important for specific individuals and a leader could in some point come back to the conversation topics and ask for example about how did employees vacation in Norway go or did one's dog get well. By doing this, the researcher trusts that it builds trust and shows empathy to the

employees. It will also make it easier to approach the leader as one shows the humane side.

2.4.7 Personality Types and Temperament

Personality types reflect the way employees, as individuals, team members, or leaders work and react. Personality evolves throughout people's entire lives and is shaped in interaction with other people. Genetics and the environment are also structuring it. Temperament, on the other hand, affects how humans perceive life and how they behave in the workplace. Every employee has an individual way of behaving and acting, and it is visible already from birth. (Pursey 2016.) Organizations are filled with different types of personalities. Understanding how different personalities and temperament affect helps leaders get the best out of everyone, and also help one match one's behavior according to a current situation better.

Probably one of the most famous psychologists that introduced personality theories was Carl Jung with his concept of 4 archetypes. (Pursey 2016). Jung's theory has been the base of many other psychologists' work where they are trying to determine how and why people behave in a certain way. No matter what theory a leader studies, the most important thing is that one is interested in developing oneself. Understanding the background of people's behavior gives leaders tools to help employees flourish and grow in a team. (The Myers & Briggs Foundation 2020.)

Understanding and knowing different personalities give leaders the possibilities to consider employee preferences, handle stressful situations, and it also eases decision making. Knowledge of personalities and self-knowledge can help leaders also in change management situations. (The Myers & Briggs Foundation 2020.)

To avoid change resistance *"leaders should be able to open up the benefits of the change to an individual level"* – I3, according to the interviewee. Solving conflicts will be easier when leaders are aware of their employee's personalities and individual preferences. It also broadens up the understanding of workplace culture. (The Myers & Briggs Foundation 2020.)

2.4.8 Individuality versus Teamwork

Organizations are eager to use artificial intelligence as they can solve challenges faster, and it is reliable and more effective than human beings. Artificial Intelligence (hereinafter AI) is a computer or a computer service or a program that can manage intelligent operations. AI can be described as the computer's ability to understand speech, recognize different figures from pictures and the ability to learn new data. Automated chatbots and different types of live chats that take care of customer feedback and questions are a perfect daily example of AI. These are created to help communicate with customers 24/7. (Pyyhtiä 2019, 79, 82.) As explained, artificial Intelligence is virtually behind every change that working life experiences as it helps to automate tasks. Probably many people have been talking to a chatbot, an artificial intelligence run robot that helps to solve questions. Chatbots are quite commonly used in online shops and online bank services.

Automation can replace every performance-based stage with robotics, machines, or computers, which means that tasks or occupations structured or specified by operating model, are most likely to be automated or replaced by machines. (Hiila et al. 2019, 31-33.) Occupations that will be made redundant or are disrupted are for example basic accounting and financial tasks, call centers, office work, cleaning work, and simple surgical and architectural work. Intelligent algorithms and sensors will make occupations redundant to a greater or lesser extent. This transformation in employment means that the way people work and interact with each other will dramatically change in the future due to technological advancement. (Blommaert 2019, 145.) That is why everyone needs to understand how artificial intelligence changes work and impacts the talents needed to succeed in the future working life (Hiila et al. 2019, 31-33).

However, despite many jobs will be disappearing, new ones will arise. Creative talent and relevant business intelligence, as well as social and emotional intelligence, will be needed in the future. Organizations and people will need to develop and train new skills. Organizations will be seeing more of data scientists, 3D and 4D designers, and experts that are specialized in nanotechnology, and data storage. These specialists, and also any other future

talent and occupation will be needing more humane skills to complement them. Leaders need to start thinking how one can support one's employees and organization to meet the requirements of future working life. (Blommaert et al. 2019,146-148.) It is also relevant for the leader to start reflecting on one's skills and competences as the future's new requirements also affect leaders, not just their employees (Blommaert et al. 2019, 149).

"Multi-job/-role management skills, trainer and coach skills, skills for creativity and innovation management", "skills for continuous and accelerating change" and skills to inspire customers and colleagues to work effectively with others will set the focus from individual employees to employees that can work in teams. Teamwork will create more value for both internal and external customers of any organization. Self-development and life-long learning are the keywords of future employees. (Blommaert et al. 2019,146-148.) Sometimes good things happen, and great teams are formed when leaders take time to communicate with their employees on organizations mission like in this interviewees story:

"I once talked to a person who told me that secret of his success is his team and I did not quite get it then. But during these past five years, I have realized that when you have a great team (like I have now), you do not need to walk after them and supervise if things are getting done. Instead, the responsible person will come and report when things are done and usually things are made perfectly. I think this result from my capability to communicate my team following things: what we are doing, what is the objective and how is it going to be made/achieved. "-I2

Creating teams that consist of different types of people gives organizations the benefit of people tackling challenges and creating new business ideas together and correspond to the changing needs of the future of work. No one will conquer the 'battle' as just an individual but as a member of a team. Leaders should also acknowledge that the competitive advantage of organizations will be structured upon intelligent teams in the future as when artificial intelligence develops, it offers even more organizations to use the same technology. Teamwork enables its members to develop know-how and take responsibility together. For teams to be successful, it demands good interactional skills and

the ability to work and communicate with different types of people. Artificial intelligence tackles human beings with speed and effectivity but as artificial intelligence that is based on neuro nets, teams can analyze, absorb, and utilize information more effectively than an individual. (Hilla et al. 2019, 35, 44, 53.)

Networking gives different benefits compared to focusing on individuals working on tasks. It benefits all networking parties. Teaming up and forming networks with other organizations, private companies, and institutions helps ideation and knowledge sharing. Networking also connects local ecosystems to a global network. To help boost collaboration and to get a better view of the future, organizations could take different actions to connect to an ecosystem. Sponsoring a graduate student, collaborating with a local university or institute are types of actions to think about. (Blommaert & Vanderbroek 2019, 59-60.) Networking can also offer a huge potential in terms of getting new clients through networks or having a cooperative relationship with other entrepreneurs or organizations. This offers self-employed and small-sized organizations to offer a wider scale of expertise to their clients without the client having to contact multiple sources to get a project done. This matter was also brought into a discussion by one of the interviewees that had personally witnessed the power of networking.

Building trust and psychological safety help future leaders meet digitalized world needs. Leaders should not only focus on developing team skills as in team intelligence but also take care of individual skill development. (Hilla et al. 2019, 67-69.) According to an interviewee, *“Leadership culture should be taken to a direction where everyone will help each other, and that the digital know-how is in good shape in the organization. That way the needed know-how does not need to be sourced outside.” -I3*

It is expressed that team intelligence gives organizations the competitive advantage. Instead of only focusing on individual players, organizations should be interested in the advantages that teamwork offers to them. (Hilla et al. 2019, 67-69) Figure 5 illustrates the competitive advantages of teamwork and team intelligence.



Figure 5. Competitive Advantage of Team Intelligence (modified from the text Hiila et al. 2019, 67-69).

Team intelligence constructs of the bricks of self-knowledge, shared direction, permissive atmosphere, giving permission and responsibility to act to people and enriching interaction. (Hiila et al. 2019, 77-78.) Leaders have the power to secure their organization's success by leading with example and setting clear goals that make people wanting to work for the same direction. (Hiila et al. 2019, 225-226.)

2.4.9 Resilience

Is it wisdom, muscle, or pure luck that one needs to possess to fight through the changes that digitalization generates? It could be part of all of these but to succeed in leading digital, the researcher trusts that leaders and employees need resilience. Resilient people can face challenges and even crisis with honor and peace. It allows people to look past all the barriers and head to the future. Resilient people turn past mistakes and challenges into a learning experience. (Uusitalo & Ala-Laurinaho.)

Resilience can be learned. It is not a fixed personality trait and thus can be practiced. According to Finnish Occupational Health Institute resilience builds on foreseeing, teamwork, and ability to adapt to different situations. Resilience

can be advanced in the workplace. (Uusitalo & Ala-Laurinaho.) Figure 6 shows that teamwork is a key instrument that needs to be cherished in this digital decade.

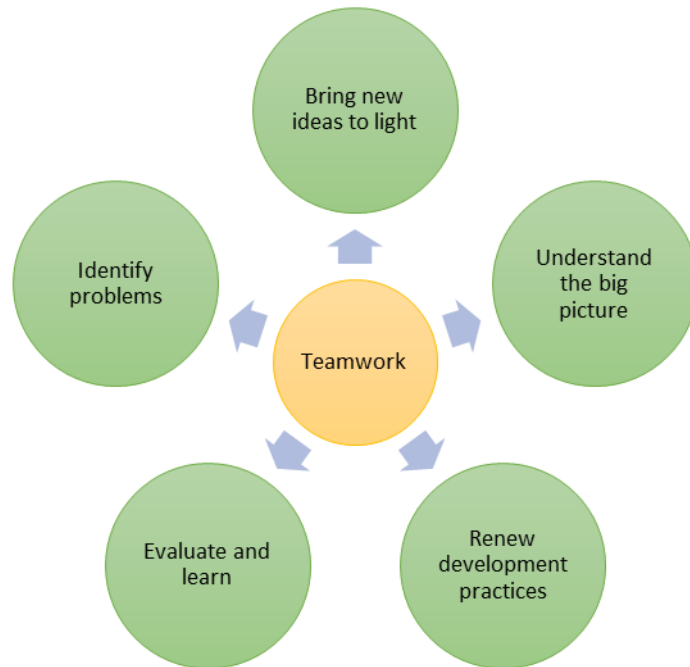


Figure 6. Advancing Resilience (modified from Uusitalo & Ala-Laurinaho).

Digitalization demands resilience from not just leaders but also everyone in the workplace. It helps to keep up with the pace and offers opportunities to develop organization and business as well as daily work processes. Distractions are seen as opportunities to think and act differently. (Uusitalo & Ala-Laurinaho.)

3 SUCCEED IN LEADING DIGITAL

The opening paragraph of this chapter focus on understanding the possible success factors that digitalization offers for leaders. It will also focus on showcasing some of the most common digital concepts and terms and reviewing what digitalization is and how it affects leadership.

The sections below discuss the core terms and concepts of digitalization. It will also discuss for example how digitalization helps Human Resource management and why inclusivity and diversity management should be taken into an important consideration. Furthermore, the working life trends are also discussed in the sections below.

3.1 Digitization and Digitalization

Digitalization and digitization are close terms that can be mixed up. Digitization allows for example products, and content to become software (Kreutzer, Neugebauer & Pattloch 2017, 3). Digital technology plays a big role in digitization. Digitization means changing analog information into digital information, which allows computers to store and transform the information. Converting paperwork as in text into a digital format is a form of digitization. When digitizing refers to transferring text into digital form, digitalization refers to transforming the processes. (Bloomberg 2018, 2-3.)

Digitalization allows business models to be changed with the help of digital technologies and serves as a way to provide organizations “new revenue and value-producing opportunities” (Gartner 2020). Digital transformation is needed to make organizations become more customer driven as it is about customers and not technology like in digitization and digitalization. Digital technologies are needed for implementation of digital transformation in organizations and usually, digital transformation includes several digitization projects. (Bloomberg 2018, 5-6.)

To find out how the interviewees perceived digitalization, the interviewees were asked how one perceived digitalization and if it has had an effect on their work. The following explanations were given:

“Digitalization is developing business process’s with IT tools and IT tools are used to enhance processes. If paper forms are replaced digitally, it is not yet digitalization as things need to be taken to next level.”-I1

“It brings people closer without people being physically close to each other. And it is paperless. For our organization it is paperless, and it offers fast way to communicate with others while people are situated all across Europe. Digitalization also means that we do not stand, wait, and see what happens, instead we value action. Our organization is in leading role of its business field in digitalization and digitalization offers our business field to do work safely, systematically and effectively.”-I2

“Digitalization means opportunities and foremost continuous change and learning. Digital technology will not remove traditional leadership means. We still need to do the introduction properly and take care of practices, policies, and rules.”-I3

Digitalization was seen with a more humane approach by the interviewees. In other words, the interviewees did not see digitalization only as a game changer of organization’s operating models but also as a way to lead people and get them closer together, especially in international organizations.

3.2 Digital Concepts and Terms

Digital technology affects both the daily and working lives of human beings. Leaders need to have at least the basic knowledge of different technologies and understand basic terminology of digitalization. Below, some of these technologies are listed to create basic knowledge and to awake interest to search for more knowledge to take these technologies into use.

Artificial Intelligence with Augmented Reality (hereinafter AR) applications are used to add more information to real-life surroundings with digital elements. These elements are usually seen through a camera or smartphone. A great example of an application using AR is the Pokémon Go -game. (Pyyhtiä 2019, 88.)

Big Data exploits statistics and information technology. Big Data is created by collecting, storing, sharing, searching, analyzing, and representing vast amounts of data. Utilizing different sources of data such as social media channels and websites and collecting data from these sources can help to develop the better customer experience. (Pyyhtiä 2019, 96.) Big Data is unstructured data that is recorded. It can help to find patterns from vast amounts of data that humans would not be able to handle. Location data as well as social media channels offer big sources of unstructured data. Social media allows organizations to gain insight into their current and prospective customers. These channels also reveal feelings and opinions as they are real-time and continuous. Organizations can monitor their brands' reputation by exploiting data from social media channels. Location data helps organizations to follow people's footprints. It has been studied that people with similar locational footprints are most likely to buy similar products. This helps organizations to target their marketing based on this data. Location data can be used to help offer customers products they searched from the Internet within the closest establishment. (Rogers 2016, 98-99.)

Blockchain technology is a technology where a vast number of different computers create a database that is decentralized and transparent. Blockchain technology helps to create decentralized intelligent agreements, payments, polling systems and autonomic organizations to mention a few. (Pyyhtiä 2019, 93.)

Cloud computing means the opportunity to store and use data, and programs on the Internet over cloud instead of storing and using them in companies' own hardware or machine rooms. Cloud computing services offer data solutions that are inexpensive. They also simplify the organization's data solutions. (Pyyhtiä 2019, 90.) With the help of cloud computing, organizations can be free from owning their servers, operating systems, and applications (Westerman, Bonnet & McAfee 2014, 2).

The Internet of Things (hereinafter IoT) means that different devices are connected. They can be connected to for example companies' different systems via the Internet connection. Smartphones, washing machines, and cars are

examples of user terminal devices. These communicative devices produce data and help companies to enhance their productivity as independent devices. IoT solutions can suggest for example when a car should be taken to a maintenance check or what should be bought or ordered from a store. IoT can be used to enhance product safety as well as effectiveness which can, in turn, help companies make better business decisions. (Pyyhtiä 2019, 86.) Kesko and the S-group started a pilot where food ordered from their webshops is being delivered directly to customer's fridge in the Tampere region. Food deliveries can be followed via the online broadcast by pilot customers and they can also give the needed information to delivery persons by in real-time. The delivery persons have cameras attached to them which secures the deliveries and enable interactive deliveries to customers. Intelligent locks on customers' doors ensure that delivery is made securely. (Aulasmaa 2020.) In future, AI-based service could predict when milk is running out. The fridge could then send out an order to a local store's webshop which customers would then recheck and verify for order and delivery.

Natural Language Processing (hereinafter NLP) helps employers to analyze data and listen to their employees in a revolutionary way. This requires using good people analysts to be used. (Gulliford & Dixon 2019, 53.) NLP is a branch of AI that studies how computers and humans could interact in natural language. NLP's objective is to learn to read and make sense of human languages so that it is valuable. It is not an easy task for computers to understand human language as computers need to understand both words and concepts of human language but as well as sarcasm. Google's Siri voice recognition and Microsoft Word grammar checking are good examples of using NLP. (Garbade 2018.)

Robotic Process Automation (hereinafter RPA) uses computer programs with the help of AI. RPA helps automate big amounts of previously manually handled data. RPA is used to automate business processes, lower costs, and enhance organization's effectiveness. (Pyyhtiä 2019, 98.)

Virtual Reality (hereinafter VR) creates an entirely virtual world for its users. By programming a comprehensive VR world, it closes the real world from its users.

VR does not have added digital elements and information as AR would have. (Pyyhtiä 2019, 88.)

3.3 Unified Strategy for Business and Technology

A unified strategy helps organizations different functions to work in partnership. It crosses silos in organizations and gives benefit from the new value created to every department, instead of just a single department. Data, agility, as well as speed and digital experiences, are created in organizations that have designed a cooperative strategy of business and technology. (Kark, Briggs & Tweardy 2019.)

Many leaders lack understanding of this co-creation and are not able to see the big picture of why technology should not be left on its own. Instead, they focus on creating new technology operating model but fail to tie it to for example customer journey and customer service enhancement (Kark et al. 2019). According to Antti Järvinen, Google's country manager, investing in mapping out the talents needed to meet the challenges and requirements of the new operational environment is much more important than just doing vast know-how mappings. According to Järvinen, Finnish top and middle managers should focus on getting their digital terms right and to deepen one's knowledge of what the technology has to offer for the leader. (Koskenranta 2018.) One of the interviewees also pointed out that it is of the essence for a leader to understand special terminology and that *“one needs to be able to talk differently to people in different work tasks and different organizational levels.” -I1*

The same interviewee also expressed about how important it is for everyone to understand each other correctly. One stated that It is also important for people, i.e. IT-specialists to understand that not all are acquainted with IT terminology. This means that specialists will have to be able to use more ordinary vocabulary when having a discussion with a team member or a leader who is not so familiar with special terms or newcomer in organization. The researcher also trusts that in order to prevent silos in the organization, leaders should take care that mutual understanding between team members and inside the organization is exists.

3.4 Ready for Disruption

It can be a struggle for leaders to determine the right time and costs for technological changes. Digitalization has opened up ways for small organizations and single players to step into different fields of business' which these players would not have the opportunity to do earlier. Organizations can be disrupted by anyone from anywhere as the competitors might step in and introduce a product or a service to markets which another organization has been preparing for years. If leaders are waiting too long to act can also give investors a reason to drawback. (Kwan 2019.)

Digitalization enables new business models to be invented and business growth to occur but sadly many leaders do not notice this opportunity. According to Järvinen, the majority of Finnish organizations see investing in digitalization as a way to stay in the competition. Instead, one should concentrate on winning the global digitalization game. (Koskenranta 2018.)

Today's world urges leaders and organizations to respond faster to market and competition changes. Not only one needs to simplify both internal and external organizational processes and return maximized results on invests but one should also invent new products and services and turn one's business models into competitive ones. (Kwan 2019.) That is a lot to handle but with right planning, leaders can transfer their business into a digital master. Google has done research where it was discovered that only half of the large companies had created data strategy. Data strategy helps companies to use collected data to enhance one's existing products and services. It also helps to create new services and enhances productivity. Technology should be seen as a means for growth which also allows organizations to understand their customers better. (Koskenranta 2018.)

3.5 Digital Governance and Digital Units

Organizations that align their operating model or how value is created in one's strategy, have much a better chance at succeeding with digital transformations. For organizations' digital transformation to succeed, leaders should examine and if needed, also update operating models. Both strategy and business

models influence the operating model design directly. When leaders take care that one's operating model design is strong and that strategy is introduced clearly, they will most likely succeed attracting employees to follow one's lead. If the design is weak, it can lead to poor execution and employee resistance. (Kwan et al. 2019.)

Digital governance helps to drive digital transformation forward. It helps to establish collaboration platforms for instant messaging and knowledge sharing. Leaders that can digitally govern organizational transformations are usually able to transform individual employees' energies into unified energy which drives transformation forward and encourages employees to try new practices which one would not have tried out before. (Westerman et al. 2020, 140-141.)

People should be taken on board from the early start of digital transformation to avoid resistance and guide one through cultural changes. By setting clear roles and defining responsibilities, organizations will avoid negative outcomes. According to Kwan et al, a project owner should be nominated from the early start to manage the process. Clear goals and standardizing knowledge help cultivating skills with people working with transformation accelerate decision making. (Kwan et al. 2019.) Westerman et al also introduce similar ways to introduce the team to transformation. It is suggested that, a chief digital officer or some other leader should be placed to run a team to build a strong digital unit. A leader can use for example committees, leadership roles, and shared digital units as governance mechanisms and one should think about how to use these. Sometimes it is relevant for organization's success to have a digital unit that has special expertise and resources. (Westerman et al. 2014, 141-142, 146, 151.) On the other hand, Blommaert and Vanderbroek write that the fast pace of future developments set boundaries for organizational governance. Decisions need to be taken within 24 hours so which means that project leader or a team member cannot wait for permission to act from a leader or project sponsor. Engagement with trust helps to give project teams freedom to decide and act fast. Leaders should require their project team to adjust their plans on a regular basis to make sure that the organization is not stuck in the past, instead innovatively looking to turbulent future. (Blommaert & Vanderbroek 2019, 82-84.)

Faster communication and trust-building are easier in project teams that do not have too many members. It also saves time which allows teams to be more agile. Core teams should be a blend of people from both organizations itself as well as from external partners. If specific expert knowledge is not available within the core team, experts could be hired, or teams could be extended to match needed skills. (Blommaert & Vanderbroek 2019, 83.)

Digital units can host skills that allow the organization to recruit the right expertise. Skills such as analytical expertise as well as knowledge on social media and mobility are areas of expertise needed in today's digitalized world. Many units build skills through training and knowledge sharing. When leaders want to be winners of the digital skills race, one needs to focus on multiple approaches such as hiring, partnering, and incubating. This is why HR organizations need to be actively involved in developing digital skills. (Westerman et al. 2014, 159,165.)

3.6 Human Resource Management

Technological development has enhanced internal communication and introduced new practices to Human Resource management (later referred to as HR) (Westerman et al. 2014, 119). It should be remembered that AI is as good as its inputs, and the human workforce is always needed to design the wanted outputs that AI technology should be able to do. Data analysts are needed to interpret outcomes produced by AI and leaders should make sure that algorithms behind AI are not bias as it is people who program algorithms. Keeping a curious and creative mindset helps HR benefit from AI. Computers are here to change working life and with the help of AI, HR can understand what feelings work awakes in employees. (Gulliford & Dixon 2019, 52, 54.) As HR works closely with both employers and employees and is in the center of hiring new talent, it should be looked at more closely how the HR unit and leaders can benefit from both AI and technological advancements.

Recruiting processes are probably the most common and useful process where AI can be harnessed to source suitable candidates for an interview. AI cannot operate on its own and this is why HR, people, need to tell the algorithm what

type of people it should search for. Finding the right talent usually means informing algorithm HR's demands such as what working experience is required, are there certain personality features to look for, and what are the needed skills for this particular work that candidate should have. (Gulliford & Dixon 2019, 52-54.)

Social media platforms such as Facebook, Twitter, LinkedIn, and Google+ offer companies' new channels and ways to recruit and to attract new talent to the organization. Leaders and organizations can attract new talent and enhance dialogue with their customers, i.e. possible new talents amongst them, by being present in social media. Customers are usually looking for latest information on organizations' websites and social media which means that these should be updated frequently, as in constantly. The organization that can tell stories about real working life, for example highlighting one's employees and specialists work, sharing interesting articles, writing blogs or having their employee writing one, can awake interest on the organization as a great place to work and help support employer vision as well a place to consume. There could be an opinion leader or a person with many contacts following organizations social media and if HR releases "We are hiring" add, the publication could reach vast number of shares and likes. It could also reach to a potential talent who initially was not looking for new challenges but became aware of the opportunity. Leaders and HR unit should deepen their knowledge on different social media platforms and take some of them into use. Social media will work better as a recruitment path than traditional methods due to its reach potential. (Kankkunen & Österlund, 2012, 167-168.)

"Organizations need to editorialize what purpose different social media platforms have to us" -I2, as one of the interviewees stated, as it is evitable that potential talent and customers are finding their ways to organizations through these platforms. Most people have a profile in one of the social media platforms but leaders should bear in mind that it is not allowed to scout through a potential recruit's social media profiles and that companies need to understand limits on handling personal data that European Union, EU, legislation GDPR has set. EU set the regulation of the General Data Protection Regulation, GDPR, to protect natural person data in 2016. GDPR came to use in the EU in 2018 to harmonize

privacy laws in all member states. (The European Union 2016.) GDPR means that every individual has the right to their knowledge. Personal data counts for example from data where an individual can be recognized either for example by name, address, or location data. Individuals also have the right to be informed of what data organization has collected from them to their register. Usually, individuals get their data by filling out a blanket where they ask for their data from the organization. Individuals usually give their consent to organizations by ticking a box out from a blanket or a sheet where they give organizations permission to use their data. Organizations have to have trustworthy and updated registers where they state the purpose and usage of that certain register. It is not allowed to collect data just in case they later need it. Registers and information, they hold, need to be updated and kept safe. Storing data needs a good reason such as organization needs to have a register of their customers' name and email addresses to be able to send offerings or bills. Leaders need to look after information security issues and understand that their data needs to be protected in a much different way than before going digital as one of the interviewees followingly stated:

“Information security changes its forms. Earlier organizations concentrated on firewalls and iron and now they are focusing on securing cloud services. As the world enters the “cloud world”, the significance of information security will be big.” -I1

Cyberattacks or hackers can get their hands-on confidential information that could be used against the organization. Organizations could lose their customers' trust if customer data would be end up visible online.

AI releases HR time to manage the workforce and helps people to use technology with more creativity. Silos between different business units can be bridged when business procedures are aligned, and that way knowledge and data can easily be shared. (Gulliford & Dixon 2019, 52-54.)

3.7 Digital Vision

Creating transformative and clear digital vision helps to pull employees and organizations to be part of realizing the transformation. Employees' innovation

abilities are greeted to build on organizations' digital vision. (Westerman et al. 2014, 111-112.)

Digital vision can be divided into three categories considering outcome or aspiration. These categories, labeled as substitution, extension, and transformation, can be explained followingly. If organization creates an alternative or replacement of the same technological functions that they already have, it is called substitution. If performance is improved, or products or processes functionality is enhanced or changed without radical changes, the outcome is an extension. But if the process or product is completely new and is fundamentally changed through technology, the outcome will be a transformation. (Westerman et al. 2014, 108.)

Digital vision gives leaders tools to help one's employees to be motivated. It also helps to realize outcomes that are planned to achieve. Employees need to be told what needs to change and what will be the measurable outcome when things change for employees and customers as well as for the organization itself. (Westerman et al. 2014, 111.)

The focus of digital vision should be on the organization and its people. Keeping only technology as priority number one does not help the organization to enhance customer experience or transform their business model. People have executive power even though technology will help one overcome obstacles and extend one's capabilities. (Westerman et al. 2014, 113.) To put this all into perspective

"Digitalization is not leading technology; it is about leading people." -I1

3.8 Train to Engage

Engaging people should be a leader's top priority. As leaders and managers are on the frontline of introducing change into an organization, one's executives should be seriously concerned about leaders' level of engagement. It should still be noticed that people have different technical skills and levels of engagement considering, for example, their generation, gender and belief, and personality

features and not all are easily enthusiastic about changes. Even if one is being a leader for other people. (Westerman et al. 2014, 130-131.)

The organizational change needs to start from the top-down and for this to happen, organizations should train ones' managers and leaders for technological changes. Leaders need to be familiar with new digital tools and concepts and to understand backgrounds for changes. It is very difficult to engage employees to get one introduced to new technology if leaders' oneselves have not accepted the change. The worst scenario is if a leader is against the change and does not see the benefit of it to ones work or for the organization. (Westerman et al. 2014, 129-130.)

The gap between employees who are familiar with digital tools and the ones that are not is growing. Leaders will encounter more conventional people who see changes as threats. To overcome the gap and to introduce people with new ways of working, leaders need to encourage both new beginners and digital masters to change their old habits. The digital divide can be huge between different generations of employees but there are few methods that can be worked with to overcome the divide. (Westerman et al. 2014, 125, 130.)

One of the interviewed leaders told that *“Corona pandemic made everyone take a quite a big leap when everything is now being handled and managed remotely. We most definitely wouldn’t have managed to train this many people to use Teams (Microsoft Teams tool) if it wouldn’t have been a must.” -I2*

The interviewee also explained their digital training procedures by telling that *“organization has a digital introduction platform. Employees make an introductory introduction before coming physically to the workplace. They will be given information on general and safety knowledge and they will be introduced to the worksite where they will be working. A more classical introduction will follow this digital phase. This digital platform works also as a place where employees are doing tentative sections on different subjects in cyclic periods to remind them of the importance of safety for example. Employees will easily have access to this digital platform with mobile devices or computers and needed/searched information is usually only a couple of clicks away.” -I2*

Digital platforms can work as tools to get employees engaged. Offering tools such as organizations own “Facebook” where people can share ideas and search for things related to ones’ work or for ones’ areas of interests can help engage people and give one a sense of belonging to a group.

Training people would be a more formal way to overcome the divide but there are also nonformal ways such as reverse mentoring and crowdsourcing. In reverse mentoring younger and digitally savvy employee is paired with a senior manager or senior specialist. Senior and digitally savvy employee should work together to for example identify trends in customer behavior. As a result, both should walk away from the experience with new skills and insights. Crowdsourcing, on the other hand, offers employees an opportunity to engage in debates and share ideas with the help of the crowd. The crowd can also help organizations to solve strategic problems. Using crowdsourcing can improve parts of customer experience, co-create new ways of working. When crowdsourcing is done properly, its potential is endless. (Westerman et al. 2014, 125-126,129-130.) One type of crowdsourcing is where organizations take ones’ customers to be a part of their innovative partners. Customers can for example be invited to talk or express ones’ opinions on how the organization could enhance their service. Customers could for example help organization to identify which user interface would be the most desired one for customer use. (K-Kylä.)

For the organization to move to a new level of operating and to succeed in digital transformation, it needs to engage a critical mass of people and to recruit people who believe in the organization. Many leaders act as an example of what they breach and embrace new technology as it gives one the power to execute changes more effectively. Leading by example, experimenting with new ways of communicating, connecting to a colleague, and engaging people into a two-way conversation can help people to be inspired by their leaders. (Westerman et al. 2014, 131.) Being an open and transparent leader to digital transformation helps to reduce the change resistance. One interviewee explained that one needs to be ready to adapt one’s digital communicational skills to meet customers’ wants. By this, it was meant that in this case, the interviewee can work with different social media platforms to make it easier for

the customer to communicate. Not every organization, of course, can be on every social media channel, but as mentioned earlier, one needs to decide on what channels the organization will choose to be active with.

3.9 Engaging People

Engagement builds upon trust and if there is no trust, responsibilities might be avoided, and work could happen slowly. Trust is needed to fire up engagement as it helps to speed up decision-making and eases learning and knowledge exchange. Trust will be a key ingredient of organizational performance in the future. (Blommaert & Vanderbroek 2019, 100-101.)

Engagement translates to ownership, commitment, and willingness to stretch beyond what was expected. Organizations benefit from engaged workforce especially in times when unpredicted events happen as people are willing to contribute more than hundred percent of themselves. (Blommaert & Vanderbroek 2019, 99.) Figure 7 represents the cycle of important drivers of employee engagement where all the aforementioned characteristics of engagement, such as trust and clear and shared goal, are visible.



Figure 7. Important Drivers of Engagement. (Blommaert & Vanderbroek 2019, 102)

It has been shown that engaged people are more motivated to work towards the outcome to benefit the organization. Technology helps leaders engage ones' people more effectively. Social media platforms have created ways for two-way communication and real-time digital video channels offer an opportunity to talk and train people effectively. Engagement starts with a clear vision that gives employees a crystal-clear vision to help one visualize where the organization or organization is headed. (Westerman et al. 2014, 112, 116.)

3.10 Working Life Trends in 2020

The Year 2020 has introduced different working life or future of work trends in different instances. According to Yle (Sullström & Valkama 2020) people will be seeing six megatrends that affect the working life. These are freelancing, location independence, employee and customer wellbeing, inclusion and diversity management, growing need for talent and specialists, and climate change. It has also been foreseen that added to these trends, leaders should be looking out to AI and VR. These will help to get better employee experience when using this technology in for example HR hiring processes. Technology enables people to be connected regardless of time zones and opens up new ways of working. (Bureau of Labor Statistics 2020.)

The following subchapters will cover discussion on some of the megatrends. Freelancing, location independence, wellbeing, and inclusivity will be discussed following.

3.10.1 Freelancing and Light Entrepreneurship

Light entrepreneurship will be a trend in the future. It offers working as a freelancer for a specific organization where there is no permanent work to be done. Some entrepreneurs or freelancers may also have a permanent workplace, but one still wants to offer ones' specialist services as freelancers.

Freelancing and light entrepreneurship will become more common as paid labor diminishes. Many organizations are willing to purchase services from self-employed people as it removes financial risk from organizations as service provider carries it and also owns tools and instruments needed for specific

work. Light entrepreneurship is usually a personal choice for people working in the IT sector but in other business areas, people are somewhat directed to it. Examples of light entrepreneurs are Uber-driver and Wolt's food delivery person. (Sullström & Valkama 2020.) The trend of freelancing as well as light entrepreneurship had also been noticed by the interviewees. The interviewees related to the phenomenon's followingly:

"In a couple of decades, we all might be freelancers." -I2

"People will establish trade names, and, in the future, many will work in one person's companies. Companies and organizations own main know-how will be grown with the help of digital tools or either they will reach out for partners who are capable to give technical support for organizations solutions." -I3

For people who want to be masters of ones' lives and have the freedom to practice talent without timetables, and avoid hierarchical workplace, freelancing is ideal choice. Freelancing and light entrepreneurship can work as a gateway to fulltime entrepreneurship as it offers a chance to for example study or work for someone else while taking the first steps into the entrepreneurship. (OP Kevytyrittäjä.) Freelancing and other forms of work where organization does not have the person in a payroll relationship, offers leaders the freedom to employ or source specialists for certain tasks. This type of workforce can help leaders to execute projects or obtain the needed skills for the organization outside the organization. (Sullström & Valkama 2020.)

3.10.2 Location Independence and Remote Work

Location independence was a utopia for a decade ago and remote working opportunities were merely possible for people working with IT or just for the rare groups. Location independence offers people to work independently, as in not being dependent on the place where people currently are. It gives people the flexibility to live and work where ever one desires and offers the possibility to easily divide time with personal and work time. (Sullström & Valkama 2020.) According to interviewees pandemic has made them look at location independence and remote working with different eyes.

“Supervising work is harder in remote leadership and thus the importance of documentation and giving instruction will emphasize. In remote working relationships, it is of essence that tasks and periods are set, and that leader will help to create a relationship where communication is open. This allows the employee easily to contact one’s supervisor to solve problems together.” -I3

“Communication channels in use should be natural to use for both leader and employee. This will help to lower the threshold to use these channels. Cloud servers enable working and sharing of documents with other team members. Digital technology will not remove traditional leadership means. We still need to do the introduction properly and take care of practices, policies, and rules.” -I3

“I have noticed that I truly take advantage of the whole time that I can concentrate on my work remotely at home. And even though I might use less working time, I am still more effective. And as there is this sort of possibility, I can sometimes sit outside working at my home office.” -I2

Work can be done at home, in a coffee shop or the peace of nature at a summer cabin. Location independency and remote working also save time when one does not need to travel to work or that one can work while traveling by bus or a train. For companies, this means that new talents can be attracted to the organization if work can be done remotely and if the organization can offer good tools and training for one’s employees. Remote work gives possible talents a chance to apply for a new job from a long distance from home even if it meant traveling to for example to Helsinki or even Mumbai frequently and still to be able to have time with family and friends and not be forced to move. (Sullström & Valkama 2020.)

The year 2020 most certainly has showed the world that one needs to be prepared and trained to do work not dependent on the location and to utilize technology to connect people with others in the world. As Coronavirus disease COVID-19 made an outbreak and developed into a pandemic, people were and are still at the edge of something new. The organizations that already had used technology allowing people work safe and remotely at homes and the organizations that had digitalized one’s business or had at least started one’s journey of digital transformation, were the ones that had a better starting point

to endure the worldwide hit of Coronavirus. This also showed the researcher a new viewpoint of remote working as one had to find a way to take care of the second grader's school work when Finnish government decided to close all schools to prevent the virus from spreading to Finnish citizens. In this case both the researcher and the second grader had to learn new ways of studying as well as be resilient.

During these hard times, many organizations, leaders and people will need to stretch and step outside their comfort zones as many are trying to jump into the train of getting to know new platforms and tools to manage to survive to new reality. Organizations need to start figuring out how employees and customers can be reconnected with digital tools as in many cases consumers and employees are both behind, as it were locked doors, and are mainly allowed to go to a grocery store, work, and a pharmacy. Thus, peoples' physical consuming has dropped significantly. If the organization does not have any tools or rules of remote working and connecting, it can be a huge struggle to start creating these from the scratch.

Remote work can today be a part of saving people from getting the virus. It can also save time and climate when people do not spend time traveling to work. Organizations need to consider if their organizational culture allows remote working and if they are ready and agile to let people work remotely in the future too.

Some leaders can think of remote working as a mental threat. Leaders may be thinking if one can be sure that one's employees are genuinely working and not having just pure leisure time at home. Leaders should have faith in their remotely working people and give one peace to work. Watching behind ones' backs, reminding that remote work is hard work and not play, and having hard surveillance, kills people's creativity and makes one anxious. So instead of making it difficult for everyone, leaders could ask for feedback on how employees day went and what new one learned. Leaders should be interested in the outcomes and the person oneself to create a feeling of trust and social cohesion. It should not be about employees working hours if one got one's job well done. To create openness and trust, leaders could achieve these with for

example remote and virtual coffee breaks with other people, whether one is working physically or virtually away from the office. (Rantanen 2020.) One of the interviewees described how these coffee breaks had been formed in one's organization:

"One of our team members wanted to start their weekly online morning meeting with a 15-minute morning coffee meeting where they could chat about their personal lives. I have never had the time to participate in this but have noticed that they have had quite a laughter in these morning coffee meetings." -I2

As this case shows, it does not require huge steps to connect people emotionally but what it needs, is ability to offer employees the chance to reconnect. The leaders who want ones' employees to succeed at one's work, understand that one needs to train one's employees' digital skills. These leaders set rules for remote working so that both the leader and employee understand the goals and rules similar way.

Remote working sets challenges to security issues and these should be carefully thought and fixed before starting with the process. Cybersecurity issues and ergonomics among other things are worth noticing. Leaders should be familiar with the remote working tools which one's organization uses to help out and train one's employees and to smoothly use them. (Sullström & Valkama 2020.) There are lots of different types of remote working tools such as Google Hangouts, Google Suite, Microsoft Office Teams and Skype, to mention a few. Cloud services also help companies and their employees to share, store, and document data. Social platforms, on the other hand, offer a way to be connected to others with a more laidback way. Cloud services and social platforms offer leaders a route to simultaneously spread information to everyone in the organization. Whole organization can benefit from social technology as it can make the data and what people are currently working on invisible and scalable to everyone. (Kankkunen & Österlund 2012, 155, 158.)

3.10.3 Wellbeing

One of the working life trends for 2020 is wellbeing. It is almost inevitable not to hear specialists or entrepreneurs talking about how important it is to take care

of oneself and how companies' visions and values should have cohesion to individual's life. If in past somebody mentioned that they had a nice boss that is interested in how their employees are doing, one would have most likely thought that that type of bosses merely existed in fairytales. 'Nice', humane, appreciative, and mindful amongst other soft-sounding adjectives express modern worlds leader who is capable of mentally, physically, and psychologically taking care of oneself, without pressing others to the ground. Too many workers of today are helplessly lost in working life. Workload and stressful workplace changes, which also digitalization causes can lead to psychological problems such as a burn out. Stress symptoms can make people take time off from work instead of sick leave, change occupations, or take sabbatical leave to figure out who they are and what they want to do. Leaders and managers have a huge role in work wellbeing. Good leadership skills are demanded but a lot is also to do with the individuals. Work wellbeing builds in collaboration with leaders and employees. According to studies, rapid changes in today's working world and increased digitalization call for good digital leadership skills which have been studied to be associated with higher wellbeing of upper-level managers. (Zeike, Bradbury, Lindert & Pfaff 2019, 1.)

Work wellbeing stands for safe, healthy, and productive work which competent workers and work community are building in the well-led organization. Without a feeling of control in the workplace, people might experience feelings of being pointless and not rewarded. Identifying and talking about feelings will come ever more important. (Hakanen.)

Organizations are starting to understand how individuals act and feel amongst other employees and customers, has a great impact on different levels. It does not only affect an individual's wellbeing but when the organization takes care of wellbeing it helps to keep the best people in the work place, draws in new talent, and organization can make a better profit. Workplace culture, as in how people behave in the workplace, is likely to be noticed as soon as one walks inside to an organization. That is why leaders need to realize that behind their customer experience lies their employees. (Sullström & Valkama 2020.) Leading work wellbeing correctly, signals lower sick days and accidents. (Hakanen).

“Safety is one of our values and we invest in it. We want our employees to feel and be safe at work and also that they arrive at their homes safely. We have succeeded in being fair and flexible employers according to our employee satisfaction survey. Our organization has a flat organization that allows and supports information flow from bottom up. It is not a prerequisite to anyone to call to top management if they want to give feedback.” –I2

In this interviewee's organization safety was priority number one. They had also succeeded in creating a culture that supports psychological safety, where people can speak their minds.

Work wellbeing has similar characteristics to psychological safety, presented earlier in this Thesis work. In both these concepts workplace atmosphere is inspiring and permissive when leaders and employees are working in to the same direction, and people feel needed and safe, and the atmosphere is open for new ideas and feedback. This means that the creation of psychological safety should most definitely be included in teams' and organizations' goals.

3.10.4 Inclusivity and Diversity

“Understanding that people are different and listening carefully is important in inclusive leadership. I think that a good leader gets to know one's employees to be able to identify their strengths and to be able to pay attention to individuals.” –I3

Inclusive leaders are on-demand as diverse, multidisciplinary teams that have people from different cultures, genders, and age groups, are more ordinary than ever. Inclusive leaders can enhance work performance directly. (Bourke & Espedido 2019.)

According to Bourke and Espedido, Deloitte researched what special actions leaders should take to become more inclusive. Research showed that leaders should be aware of one's own biases and be interested in other people with pure curiosity as well as show visible commitment and be culturally intelligent and collaborate effectively. This research revealed that most leaders were unsure how others saw them, and one was uncertain about the traits that make

leaders inclusive. Research also showed that if leaders' capability to approach diversity and inclusiveness wholeheartedly is rated only to average amongst ones' employees, it is not enough. Leaders need to ensure that everyone agrees or strongly agrees with ones' actions to be fair and respectful to others. Inclusive leadership is about smaller-scale actions and not about grand gestures as it comes from within a genuine attitude being practiced daily. (Bourke & Espedido 2019.) One could easily describe an inclusive leader as a humble and good listener, that takes care of others and can give and receive feedback. Inclusive leaders also take time to deepen one's understanding of different cultures and sees employees as individuals and not as a stereotype of one's culture, gender, or age.

Inclusivity can be trained. This can be done by working deliberately with for example cross-functional teams and sharing thoughts with people from different backgrounds. If a leader is not sure if others see leader as inclusive, one should ask for feedback to understand how inclusiveness could develop. (Bourke & Espedido 2019.) The interviewees shared thoughts shown below on how one saw inclusiveness and how it could be cultivated.

"It does not matter if one is a male or female because I always recruit the best possible person to the job. Religion and politics are not themes in our workplace. "-I2

"In a multicultural environment, it is important to understand other cultures.

Foreign languages introduce great challenges to mutual understanding. To make sure that a matter is understood, one needs to articulate well and make sure that the opposite party understood the matter in the same way as you did.

If your role is to develop roles within the organization, then you need to do practical work in someone else's work to see what it involves and how it is done. "-I1

Inclusive leaders tend that discrimination and biases are not tolerated in the organization and if one faces these types of challenges, one takes care of the challenges by appropriately addressing problems by openness and conversation. Inclusive leaders are also interested in ones' people's wellbeing

and right in the heart of wellbeing is psychological safety, a term that defines the importance of how everyone should be made to feel safe and unique in the workplace.

4 FUTURE OF LEADERSHIP IN 2030

One cannot just sit and wait for the future to arrive; people need to create it and be part of the technological transformation. Soon, people must be ready to work side by side with robots and be capable of harnessing technology to help meet the organization's vision and embrace digitalization as there is no returning. This chapter aims to research what leadership looks like in the year 2030 and what might be the changing forces of management and leadership practices.

4.1 Robots as Leaders

Leadership in the future will certainly have a focus on how to lead and be led by algorithm. Robots will most likely be seen as leaders of human beings. It does not necessarily mean that a physical robot will be moving inside the organization and giving orders. Instead, first step of robotic leaders could be seen when algorithms are programmed to give orders for routine work tasks. Robots can inform work schedules and tasks for maintenance workers when they arrive to their workplace when earlier it was a supervisor that led the workforce. (Poukkula 2020.)

An interesting fact that was brought up by studies, was that many people preferred having a robot as a manager. This resulted from the fact that the behavior of robots can be predicted, and that robots are equal to all workers where human managers and leaders do not always behave similarly, least to say predictably, at the workplace. (Toiminen 2017.) An example of an algorithm being a manager would be Uber's on-demand-transport -service. In Uber's case, algorithms are programmed by humans and when transport service is needed, the management program will dispatch transport service to a passenger. Management program works real-time and dispatches closest available cars to the passenger. (O'Reilly 2018, 2.)

The Interviewees were on different paths on considering having robots as leaders. One interviewee had already pondered what it takes to be prepared to be a leader for a robot and considered this to be evitable in the future.

“You need to have enough understanding of what future will bring. You need to understand the changes.”-I1

Another interviewee saw robotics as a way to release human leaders' time to concentrate on the most important thing; to manage relationships:

“I do not think that robots can be leaders as it is human to human job to be done but robotics and automatization can be exploited in problem-solving situations. Leaders can be harnessed so that their work time would be concentrated more on leading human, rather than things.”-I3

It is apparent that human leaders can benefit from AI. AI can be used to detect early warning signs in workplaces such as deviant action in the process. In future AI can help to detect the emotional and psychological states of people. It could also sense and detect silent messages and interpret feelings from people's facial expressions. That could give leaders quick information on how ones' customers or employees are feeling and adjust organizations' processes or leadership style accordingly. (Moore 2018, 15.)

Specialized AI can bring leadership practice to a different level with the knowledge graph. Organizations all data and communications are interconnected in the knowledge graph. AI can detect connections from communication, and it 'listens' to how the organization works by interconnecting data from emails, files, and meetings by for example recording and transcription meetings. A knowledge graph could be used to help improve talent mobility. When a new employee enters the workplace, employee could check out needed tasks, workplace rules and for example how things were done in the past from knowledge graph. This way AI can enhance productivity and adoption on tacit knowledge which helps to lighten managerial workload as well as time spent on orientation and onboarding. (Hoffmann 2018, 17-20.)

Future leaders will face challenges from both human workers as well as digital coworkers. By digital coworkers are meant the use algorithms, AI, and robotics that help to solve routine like work of organizations and do highly automated tasks. Leaders should understand and keep track of how their digital coworkers are working and what contribution they are giving to the organization. Before

stepping into the singularity, algorithms are still programmed and designed by the human workforce. Thus, it might be almost inevitable that there might be issues where it comes visible that behavior of the algorithm is bias or does not answer to problems they were assigned to solve. (Tarafdar 2018, 81-82.)

The interviewees were asked if there are certain features that the future leaders should have and if one needed to focus on something special. The interviewees pointed out that leaders are not superheroes who need to solve organizations problems. Instead, the interviewees discussed following:

“Finnish leaders have been seen as a type of Rokka -persons (from the film The Unknown Soldier) who are multitalented. I think that leaders should focus on developing as so-called coaches. I do not think that supervisors or leader’s role is to be technical support as leaders cannot and do not have to know everything.

As the world evolves, employees’ need to be talented than their managers. Future leaders should have good social and communication skills. Stepping out into your discomfort zone can help you develop your leadership skills.” -I1

“Leaders of the future should be equipped with problem-solving skills and especially if leadership is moved to remote working, one needs to be quick-witted. I would say that one needs to know the person one leads and that one needs very good listening skills for getting the right information out of people.

Leaders should take care of themselves and master in time management. The importance of face-to-face and physically seeing each other will not vanish in the future. “-I3

All of the interviewees emphasized the importance of good communicational skills. But the common knowledge that leaders should know everything was appraised by the interviewees. It was pointed out that leaders should listen and coach their people to let them develop and have the opportunity to shine and get credit for their achievements.

As it was discussed earlier in this Thesis work, people have different preferences for using technology and how one wants to be reached.

Misunderstandings and conflicts can occur if people's preferences clash. In the future, leaders will need to solve how one can help their human workers to avoid technostress as digitalization will fade out boundaries of home and work life. Leaders should help ones' employees to manage the flexibility of possibilities such as remote working and adoption of new digital tools. It is also a managerial task to be thoughtful and flexible in how workplace challenges are solved. (Tarafdar 2018, 83-84.)

4.2 Demand for Leadership

At times like these when Covid-19 pandemic has forced people to change their behavior against other people, it is relevant to reflect about the future of leadership. Research shows that individuals are becoming more self-sufficient in terms of consumables. Robotic cars, 3D printers, and expanded reality opens up in front of peoples' eyes with VR-classes (Alaja 2017), and as 3D technology evolves, it offers a chance for retail stores and individuals to change how one consumes and produces goods. Soon the smallest quantity of produced goods is one which gives consumers enormous opportunities to customize needed products. (Ahokas 2017.)

As 3D technology becomes reasonably priced and available to a broader audience, 3D printers will most definitely be a common household equipment in the future. It can only be predicted what this can do to retail stores, logistic companies amongst other business fields, but what it will do, it will most definitely force organizations to start already thinking about the next move to survive. (Ahokas 2017.) For leadership, this means that customers lose the need for traditional products and services. Instead, holistic experiences and relationships that help to fulfill one's needs are looked for. To respond to the future working life challenges that digitalization and technology sets for leaders, skills such as ability to look into the future will be needed. Leaders will also need agility to change ones' organization's direction and skills to create trustful relationships and networks. Networking will offer organizations new data, as well as talents, in a world filled with self-employed and multi-taskers. (Gunther McGrath 2018, 60-61.)

There will be demand for leadership in the future which all the interviewees highlighted. According to the interviewees, leaders will be needed for support and coaching operations.

“Leaders will be needed in the future.

A leader is not a superman. In fact, a leader is one that is supportive of his or her employees. Good advice is to trust your employees. If there is no trust, then there is nothing to build on. Give the role and responsibility to your people.” -I1

The interviewee also stated when leaders give responsibility to other people, it must be built on trust:

” Trust can be built by giving feedback as without feedback, people do not get the opportunity to understand if they are doing the right or wrong things. Matters will not be fixed by being silent, so leaders need to give feedback also on painful things. But leaders should also remember not to criticize if they get feedback that they do not understand.” -I1

“If human beings are similar to this day, we will be needing leaders. I do not know if smaller steps are taken or whether we are running on bigger gears in the future.

A very large group of people will need a supervisor to reassure their doings or as a backup so that they would not feel left alone.” -I2

“Individuals self-managing will definitely be highlighted in the future. Bigger organizations will not run without people in the management level.

Leading will change a lot and organizations will need to update their knowledge and leadership programs to meet the needs of the future. Companies and organizations’ own main know-how will be grown with the help of digital tools or either they will reach out for partners who are capable to give technical support for organizations solutions.

Organizations cannot trust that they have something definite concerning leadership or tools. Future demands experimental culture and agility and that

different practices can be tested inside the organization and that operating models could be quickly changed.” -I3

Leading digital demands more than just technical skills. Technology is the primus motor that creates new solutions for leaders and organizations, but it needs a new type of leadership as interviewees addressed above.

Switching from the practice of people being led by a single person could be a way to help organizations perform more agile as one of the interviewees stated. Self-managing could be the solution for avoiding slow decision making and cultivating employees' skills. Many people have adjusted to the more traditional and hierarchical decision making where leaders and managers tell individuals what their task is. Adjusting into a new practice of being self-managed, can be hard for these employees. In a more bureaucratic leadership approach people are guided and one is clear on who is in charge of decisions. Self-management can generate work stress and cause a feeling of uncertainty if the rules, roles, and responsibilities are not set correctly in organizations. (Groen 2019, 22.)

Self-managed people are usually connected to others who then create teams. Organizations that use this type of approach, use shared a leadership model. Teams encounter two phases where they are on-demand for leadership. First is the transition phase where the team focuses on establishing the structure and processes that allow one to work effectively to meet goals and objectives. To go through this phase, teams need to ensure one has a good mixture of people who all are capable of performing effectively in the team and the team needs to define their mission, roles, and responsibilities as well as how feedback is processed in one's team. The second phase is called the action phase. In this phase team members participate in activities that are directed to meet the goals that were set together. In the action phase, the team "leader", selected by the team, will monitor the team's performance, helps to solve problems, and acquires needed resources for the team. Creating a social climate that is positive and encouraging people to work autonomously, are a team leader's task. (Morgeson, DeRue & Karam 2010, 11, 20 as cited in Groen 2018, 23-24.) In self-managing organizations, there is still a need for a directed leader whose task it is to coordinate between the teams. These types of organizations need

leaders who are there to provide coaching for teams and for seeing that the projects or tasks are running smoothly to meet organization goals.

4.3 Guideline for Leaders

Many leaders have probably faced situations where one has tried to push forward without considering asking for anyone's assistance. But as soon as one has opened up and asked for help and ideas, problems have started to unravel. Interviewees were asked about their guideline on enhancing leadership in the future that could possibly help other leaders. Interviewees introduced following guidelines:

"Don't be alone in your fox hole, instead take others around you to work together with you." -I1

"Leader always needs to decide. One can later switch if a better solution is found. A leader cannot be the one who is hesitant or procrastinates, whether it is a decision to be made concerning a work matter or employees' private matter (salary for example). A leader needs to give a timeframe if a decision cannot be made instantly so that the person or persons involved are not being left waiting.

A good leader is always available. One should also know one's people well for example one can ring 2 times and another 100 times and the first who rang two times has necessary matter for real. "-I2

The interviewee also explained that leaders still need to keep their boundaries and that one does not need to answer calls or messages 24/7. It could be good to set up clear rules on how people should be communicating and contacting each other. This could also help to avoid the stress that comes from being in constant information flood of social media etc. via mobile devices.

"I have noticed that the best leadership practices are to be a co-operative, open, helpful for others, and be brave to use social media.

Conversational leadership could be the next thing, where people are allowed to speak freely. Silent knowledge should be picked out from these conversations.

Brainstorming and coffee break discussions can work as a way to get silent knowledge.” -13

The Interviewees did not reveal any new ideas on how one could practice better leadership. Instead, the interviewees pointed out that good leadership does not require pulling a rabbit out of a hat. It is about being open and reaching out to others. Good leaders are there to give backup and strengthen employee engagement by seeing employees as individuals.

4.4 Singularity

Today's working life is gradually turning from one leadership model into a shared leadership or a strong team work. If it is characteristics for today to have shared values and processed within a team (Avery 2004, 28), stepping into a singularity will change peoples thinking and processes.

Singularity is something that people have crossed coming alive in science fiction movies. Most human beings might have considered that singularity will never happen or not at least in the coming decades. Technological advancements such as AI, Big Data, and IoT have shortened time to singularity. Singularity stands for a situation where computers, telecom systems, and robots can upgrade themselves, so humans are no longer necessary in the process. AI helps to program robots and helps robots to be self-learning and self-adjusting which can lead to robots programming one's next improved programs. That leads to an era or a stage called singularity where humans no longer understand how robots operate. (Blommaert & Vanderbroek 2019, 9, 18.)

According to Blommaert and Vanderbroek, scientific progress will have a high impact on management thinking, and old paradigms of management will be switched to new paradigms such as being connected, cooperation, agility, and engagement. (2019, 13) Ownership, engagement, and inspiration along with multidisciplinary and bottom-up run teams are key factors of a new working life where customers can also act as suppliers of new ideas and work as freelancers and where people with high emotional quotient (EQ) are wanted candidates of organizations. (Blommaert & Vanderbroek 2019, 14.)

Human beings do not yet understand how human brains work and how it allows humans to memorize, feel, and think. But the day when humans truly understand how brains are built and how it operates, humans will be able to download their knowledge and memories and translate them into algorithms. This and accelerating pace of computer science development, and power give humans the wisdom to transfer and upload ones' 'operating system'; that is the brain, into the problem-solving routines. Computers can utilize this and have the opportunity to operate autonomously and learn without humans programming. It is noticeable that humankind has arrived at technical singularity when humans are no longer needed for further knowledge creation. (Blommaert, T. & Vanderbroek, S. 2019, 37.)

Figure 8 describes the past industrial revolutions. It gives a perspective on how fast the world is revolving when the stage of singularity is approaching.

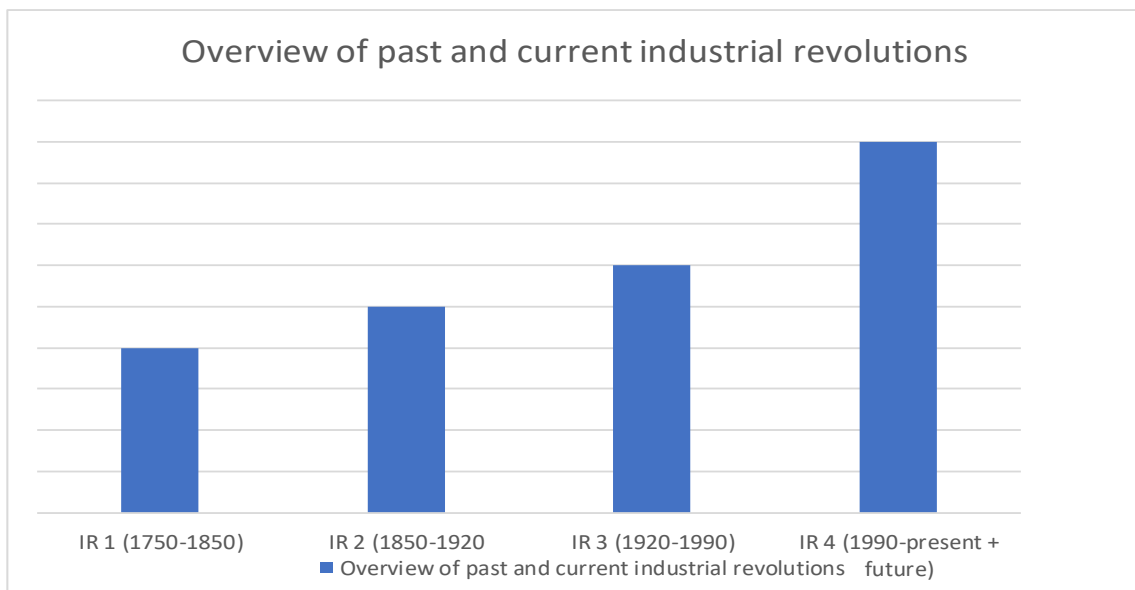


Figure 8. Overview of Past and Current Industrial Revolutions (Blommaert & Vanderbroek 2019, 19).

Will management in a singularity environment mean that humans are led by robots or the other way round? Most definitely leaders will need to think differently and be ready to rethink ones' actions as the future cannot be predicted by looking into the past in a singularity environment as it will be very volatile. Managing time is essential to this environment as technological development and external development leaves less time to explore and

consider so leaders need to be able to respond to new developments on time as a competitor is always behind the corner to outsmart one's organization. (Blommaert & Vanderbroek 2019, 41, 81.)

In a singularity environment, it is not all about working with robots and AI. Instead is about making people feel engaged and powered and to help every single employee to see and feel the value of the mission that leaders are capable of visualizing to their employees. In high performing organizations people understand and execute organizations mission, that is why the organization exists as in what is organizations purpose. Organizations' mission correlates to employees' personal mission of life when employees feel engaged. Leaders have a more easier time leading people and things when people are engaged. (Blommaert & Vanderbroek 2019, 131-132.)

Leading in the future is about leaders having resilience where one encounters challenges and defeats without panicking. Leaders of the future and high performing organizations are open-minded and not afraid to switch one's leadership style and make use of one's left and right brain capabilities. The future leaders are both logical and think of the facts but are also trusting on one's gut feeling and imagining, not just reasoning. Power is granted to one's employees and one's leadership style wakes trust and engagement on one's employees. Leaders of the future are confident that employees want the best for the organization. Visioning the future is created collectively, not just by the top management, so team intelligence and psychological safety, as well as intelligent ICT solutions, help to increase employee and customer engagement. (Blommaert & Vanderbroek 2019, 133, 137.)

Grasping on the idea how the future of leadership could be in the year 2030 is hard. The interviewees were asked to paint a picture of the year 2030 in the eyes of a leader, technology, and organization and the following images were created by the interviewees:

"There is a whole lot to do with digitalization as we are only in bullpens in working life with digitalization. Services directed to the consumer will have developed way further than the digital services directed to companies. It has been a surprise to me that digitalization in general has been this hard to

manage even we are in the year 2020. Many employees are used to the level of consumer digital services and thus are waiting for the same level from their company's digital services. IoT the Internet of Things is still in its infancy (in the year 2020), and there is huge potential in it." -I1

"I think that technology is present in our daily and working life, that is in everything we do. We will also be in a better position in terms of how business activities can be optimized with for example AI. In the year 2030 we will have different solutions for remote working and producing services. We could be in meeting with others wearing VR-classes at our own homes.

Environmental aspects should most definitely be involved and hopefully, both ecological and emission matters are a must thing of our daily lives. These would change how we work in work communities and in tools and materials that we use in the future. "-I3

5 CONCLUSIONS

The conclusions on how leadership practices are shaped by digitalization are discussed in this chapter. Also, further research areas concerning this Thesis topic will be discussed.

To succeed in leading digital, both leaders and organizations need to adopt new ways of leading and generating ideas and innovations that lead to new business models. Leaders cannot anymore be the only ones making decisions and managing tasks in organizations as it will hinder organizations' fast decision making and slows down work. Future demands for agile procedures and openness from leaders to experiment and possibly taking the organization in a different direction with the help of digital technology. Leaning onto a traditional and hierarchical leadership model where the organization is led from top to bottom will be replaced by teamwork and self-management. Leaders will be coaches in the future, more than just plain managerial commanders.

Digitalization urges leaders to give responsibility to employees. Employees and leaders working relationship should be built on trust. The empirical data retrieved from the interviews show that leaders should be equipped with good conversational and listening skills and be skilled in coaching employees to meet the needs of future digitalized working life. Empirical evidence shows that networking and teamwork will offer leaders new opportunities to digitally transform their organization. AI shapes occupations as new skills arise instead of just concentrating on old-fashioned hierarchical work environments. Creativity, curiosity, and constructive criticism are essential features to change the old habits and ways of working and set the new competitive landscapes of the future. (Gulliford & Dixon 2019, 52-54). Generated Big Data offers organizations vast amounts of information that needs to be analyzed and collected by specialists that can ask the algorithms the right questions to serve the organization's needs. Cloud services and the use of social media help leaders share and collect data on internal and external customers. Being visible and attending social media channels, such as LinkedIn and Facebook, open HR efficient and fast channels of recruiting.

Understanding and knowing human psychology helps leaders to develop their self-knowledge. It will also help one to develop one's leadership style and also allows one to form well-working teams from different types of people. People need to be trained and coached as both scientific and empirical data showed. Digital technology advances at such a fast pace that people will need to be able to use ones' tools effectively. To get a critical mass of people to be enthusiastic or capable of using new tools and technology, leaders should take employees to be part of a development project or take some to be advocates to ease the change resistance. Covid-19 pandemic made leaders and organizations think about how one could reach out to ones' customers and employees when the physical encountering is almost impossible. The empirical evidence shows that organizations and leaders need to be prepared and decide what channels and technology one should utilize to meet ones' goals.

One cannot anymore be satisfied on a thought that digitalization does not concern one's organization. It is inevitable and as pandemic showed, environmental forces or either a non-professional player or a competitor can step in and disrupt one's business field from anywhere of the globe. Technology and digitalization should not be seen as a way to substitute a human being. For leaders' digital transformation should be a way to concentrate on the most important asset, the employees, and give employees' one's time and attention to start a fruitful conversation and to create a psychologically safe working environment where everyone feels safe to open up their ideas to others and where the culture, the way people behave, is open and positive and allows asking and giving feedback.

Leaders working tasks will not disappear in the future even if work is moved into digital environments. The work tasks will still need to be done, but it switches into digital tools. Digitalization requires resilience as leaders need to be able to tackle rapidly changing situations without the feeling of anxiety. Future leaders will need to have a passion for one's work. One also needs to have a curious mind to explore new possibilities and experiment with one's employees. Leaders should be able to give opportunities and support to ones' employees.

To conclude, the researcher has gained extensive knowledge of what leadership and digitalization are and how digitalization can be used to enhance leadership. This Thesis process has given the researcher a chance to cultivate professional knowledge. The process has introduced many topics for follow-up, i.e. teamwork, and shared leadership to mention a few. For further research, it could be relevant to study what type of employee skills are needed in the future working life and also do a case study on an organization on shared leadership and its effects on employee satisfaction.

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APPENDIX

Appendix 1. Interview, Questions.

APPENDIX 1.

Interview questions and themes

Background information:

- Education, occupation, work background
- Leadership experience

Digitalization:

- How would one determine digitalization?
- What does it mean to one in terms of one's daily and working life?
- What type of challenges it has caused?
- What positive things has it caused?
- How does it impact leadership?
- How does one cultivate oneself?

Leadership:

- Leadership today
- Leadership in future
- Are leaders needed?
- Leaders personality traits, skills etc.
- What does year 2030 look like?
- Tips to other leaders